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The Billet Level Documentation Policy Review was comprised of three separate studies: (1) the Army Staff DCSPER study; (2) the McManis Associates contract study; and (3) the Private Sector Visits study. The purpose was to evaluate the requirement for billet level of detail documentation for civilian authorizations in the Table of Distribution and Allowances (TDA). As a result of the studies, the requirement was eliminated.

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DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
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REPLY TO
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25 OCT 1991

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Billet Level Documentation Policy Review

My office has completed an in-depth review of the current Army policy of maintaining billet level detail in the Army Authorization Document System (TAADS). This policy review was conducted in response to concerns and issues associated with the mandatory requirement to maintain civilian authorization detail in TAADS, in an environment of Manage Civilians to Budget (MCB) and the elimination of Congressional end strength controls. These concerns were magnified by the Defense Management Review Decision (DMRD) which required the Army to adopt a centralized documentation system.

Our comprehensive policy review consisted of (1) an Army Staff study of the billet level documentation issue; (2) an independent contract study designed to provide an objective analysis of the Army Staff findings; and (3) a series of visits to successful private sector corporations to review state-of-the-art manpower management systems. The findings, conclusions and recommendations of these separate studies are described in the Executive Summaries (Enclosures 1-3); the detailed analyses are contained in the comprehensive study package.

As a result of these efforts, we are developing a revised vision for management of the Army's human resources. I have therefore instructed the Director of the Army Staff to implement several policy changes (Enclosure 4). Chief among those is elimination of the mandatory requirement to document civilian authorizations in TAADS. In this regard, I entrust our major subordinate organizations to plan, program and execute their resource decisions in a manner which best suits their individual missions as well as Army priorities. This empowerment to the MACOMS, embodies a relinquishment of unnecessary bureaucratic control at

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HQDA and enhances the flexibility of commanders and managers at all Army levels. This is critical as we downsize to a smaller Army. The elimination of unnecessary data elements, data collection and reporting requirements will also enable HQDA to concentrate on the significant planning and resourcing issues which confront it.

We are currently coordinating the implementation of this policy change with OSD. We will assure OSD that the detail required for billet level reporting will continue to be available. The data will be acquired through the increased reliance on actual strength and position data contained in the Army Civilian Personnel System (ACPERS); and modeling based on actual data, Program Budget Guidance, Structure and Manpower Allocation System, Command Plans, and adjustments for any other known changes.

In place of existing practices, we will institute more useful and responsive responsibility reporting systems both to and from HQDA. We are seeking to integrate and streamline current manpower, financial and personnel systems and processes into meaningful tools for all levels of the Army. Our intent is to simplify and energize the entire human resource management function. This will require commitment and a genuine spirit of cooperation between us all.

The completion of this first phase of our internal assessment presents an opportunity for positive change as we face the realities and challenges of the 1990s. We are pursuing suitable business approaches and examining a new concept of human resource management that more properly balances and fully integrates manpower, personnel and resourcing functions. This is the beginning of a manpower management transformation--we enthusiastically seek your assistance and commitment as we develop new and better ways of managing our valuable human resources.

For further information on this initiative, please contact my study director, Mrs. Suzanne Carlton, AV 227-5237.

William D. Clark
Principal Deputy Assistant Secretary
(Manpower and Reserve Affairs)

Enclosures

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EXECUTIVE SUMMARIES CAN BE FOUND IN STUDY PACKAGES

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
WASHINGTON, DC 20310-0103

25 OCT 1991

MEMORANDUM FOR THE DIRECTOR OF THE ARMY STAFF

SUBJECT: Manpower Documentation Policy

My office has completed an in-depth review of the current Army policy of maintaining billet level detail in the Army Authorization Document System (TAADS). This was discussed in my memorandum to you on 12 March 1991. Our comprehensive review consisted of (1) an Army Staff study of the issue; (2) an independent contract study designed to provide an objective analysis of the Army Staff findings. In furtherance of these efforts, a series of visits to successful private sector corporations were made to review state-of-the-art manpower management systems.

As a result of these efforts, we will pursue a revised vision in managing the Army's human resources. Therefore, I am directing the following actions with respect to Army manpower policies and procedures. Please ensure that these actions are implemented in accordance with the directions listed below:

a. Eliminate the mandatory documentation of civilian authorization data in TAADS at the detail level. Aggregate civilian authorization data will be obtained from the Program Budget Guidance, the Structure and Manpower Allocation System (SAMAS), and the Command Plans. The PBG will continue to be the authoritative source for resourced manpower levels. Local commanders will use ACPERS for their detailed civilian data.

ACTION:

(1) Develop and implement a plan to eliminate the civilian authorization data in TAADS and replace this data with ACPERS actual data for all internal and external billet level data requirements by June 30, 1992. (ODCSPER and ODCSOPS)

(2) Continue to maintain and report civilian authorization data until proper mechanisms for extraction and management of ACPERS information are in place to satisfy OSD requirements and internal Army needs. (ODCSOPS)

(3) Directives and regulations such as AR 310-49 and AR 310-49-1 must be updated to reflect the revised policy changes by October 1, 1992. (ODCSOPS)

Enclosure 4

(4) Review all data elements which support the Requirements column in TAADS; minimize the data elements to only those necessary at billet level of detail. (NLT June 30, 1992, ODCSOPS)

b. Increase the reliance on actual strength and position data in the ACPERS system. Under the current environment (lack of end strength controls and Manage Civilians to Budget (MCB), ACPERS data is more meaningful and will be used to satisfy all billet level detail reporting requirements.

ACTION:

(1) The civilian personnel community must increase awareness of the added significance of the ACPERS data and ensure that quality controls on data accuracy are in place. (ODCSPER)

(2) Develop and implement procedures to reflect revised policy decision which will meet the OSD requirement to provide billet level data through ACPERS to the Defense Manpower Data Center (DMDC) in concert with those actions developed in a(1) above. (ODCSPER and ODCSOPS)

c. Continue initiatives currently underway regarding the centralized documentation of the MTOE Army.

ACTION: Prepare a plan to show full implementation within two years. (ODCSOPS)

d. Review the requirement for two Management of Change (MOC) windows. Consider establishing a single MOC window at the Budget Estimate Submission (BES) manpower position to support the PPBES process.

ACTION:

(1) Conduct a review of the current MOC policy by December 1, 1991. (ODCSOPS)

(2) As necessary, update applicable directives and regulations by October 1, 1992. (ODCSOPS)

e. Retain MCB as an ongoing initiative to improve civilian manpower management.

ACTION: Emphasize the results and implications of the above manpower policy changes in a headline article in the next MCB Newsletter. (ODCSPER; ODCSOPS assist)

The completion of this internal assessment presents an opportunity for positive change as we face the realities and challenges of the 1990s. My office is pursuing suitable Total Quality Management business approaches and examining a new concept of human resource management that more properly balances and fully integrates manpower, personnel and budgeting functions.

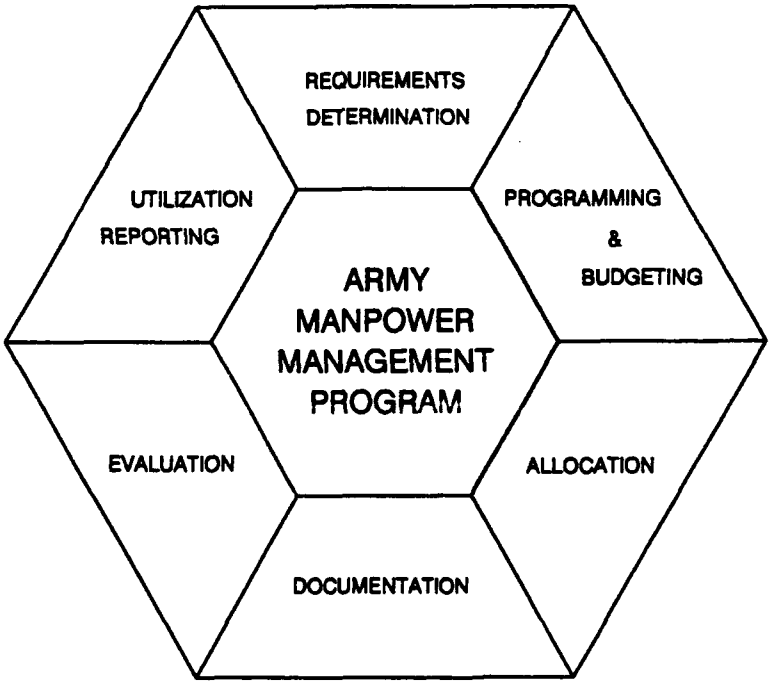
Please provide me with quarterly in-progress reviews as the above policy changes are implemented.

William D. Clark
Principal Deputy Assistant Secretary
(Manpower and Reserve Affairs)

BILLET LEVEL DOCUMENTATION REVIEW

HQDA STAFF

Initial Research and Analysis



JUNE 1991

DIRECTOR OF MANPOWER
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310-0300

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EXECUTIVE SUMMARY

Common business theory would hold that commanders and managers at all levels need to record resource allocation decisions, both their own and those of a higher authority. However, recent studies and memoranda indicate that, within the Department of the Army, many commanders and managers are reluctant to report their allocation decisions within the parameters of a structured reporting system. As a result of these concerns, the Assistant Secretary of the Army (Manpower and Reserve Affairs) has undertaken a review of the current Army policy on billet level documentation in the Army manpower management system. The three phase review consists of (1) an in-depth analysis by the Army Staff, (2) a contract study to provide an independent analysis, and (3) coordination of policy changes with Office of the Secretary of Defense. This report provides the results of the Army Staff in-depth analysis, whose purpose was to study the basic concerns and issues associated with the use of billet level detail in The Army Authorization Documents System (TAADS), with particular attention on billet level details for civilians in Tables of Distribution and Allowances (TDAs).

We approached the review from several different directions. These included a basic review of the literature, a survey document that requested input from various perspectives, and specific taskings to selected HQDA staff and field operating agencies. While on-site interviews would have been the preferred methodology, sufficient resources were not available to conduct them.

We found a strong tendency for organizations we surveyed to maintain detail on civilians far in excess of that required on TDAs. Much of this is a result of Managing Civilians to Budget (MCB). This new concept of managing civilians has caused MCB managers to maintain more detail at a much lower organizational level in order to manage their resources. Inasmuch as no Departmental level computer-oriented program has been provided to assist these managers in this new task, a proliferation of locally developed programs has emerged. Most of these programs contain the same data currently required in TAADS, plus a whole host of additional data elements. Some are sophisticated enough to interface with Army financial and personnel management systems, in addition to TAADS.

Regarding the value of various data elements in TDAs for civilians, there was a general tendency for respondents of the survey to ascribe a higher degree of importance of the data element to their organizational level, and levels below them, than to organizational levels above them. There

was also a general tendency for HQDA and HQDA field operating and staff support agencies to ascribe a higher value of the data element to the installation level than the value the installations ascribed to themselves. Across the board, the value placed on the security code data element was very low. The standard work center code was another data element that was not highly rated. Of noteworthy interest, was value placed on the authorization data element. With the exception of major command respondents, all organizational levels placed the most value on this data element.

In general, there was not great support for aggregating data. As a group, respondents from subcommands were more prone to favor aggregate data than other responding groups. When aggregation of data was favored by a respondent, it tended to be at organizational levels above the respondent's level. Data elements where the most support for aggregating data was found were Army management structure code, required strength, and authorized strength, with the strongest support being for aggregating authorized strength at the HQDA level.

Our research identified several reporting requirements, directed by higher authority, for which civilian manpower detail in TAADS has been the only current Army source for obtaining the data in a reasonable time period and without the use of special reports.

We identified in excess of 50 budget exhibits that contain manpower information, such as end strength, workyears, etc. In the aggregate, there is a lack of a direct audit trail of data from TAADS into budget exhibits. The majority of the data comes from the Integrated Manpower Program and the Civilian Manpower Obligations Resource Decision Support System.

Fifty-three current or planned management information systems were identified that interface with TAADS. In addition, another 39 systems were identified that could possibly interface with TAADS at some point in varying degrees.

INTRODUCTION

BACKGROUND

Common business theory would hold that commanders and managers at all levels need to record resource allocation decisions, both their own and those of a higher authority. However, recent studies and memoranda indicate that, within the Department of the Army, many commanders and managers are reluctant to report their allocation decisions within the parameters of a structured reporting system. The Army Authorization Documents System (TAADS) is just such a structured system.

During the past 30 years several changes have been made in the system design and architecture of TAADS as new technology has become available, or as interfaces with emerging systems have been attempted. The most recent initiative in the technical systems arena is the introduction of TAADS-Redesign (TAADS-R), which will capitalize on the proliferation of personal computer (PC)-based workstation applications. A more significant change is being attempted in the production arena with the fielding of the Centralized Documentation System (CENDOC), which will centralize the preparation of all TAADS documents at the US Army Force Integration Support Agency (USAFISA).

While TAADS production methods have undergone change, the basic document layout has changed little since the early

1960's. What has changed is the level of detail required to be reported within TAADS, particularly Tables of Distribution and Allowance (TDA) documents. The policy of reporting all military positions at the detail level has remained unchanged throughout the period, while the level of detail for reporting civilian positions has increased over the years. The Management Decision Package (MDEP), Standard Work Center Code (SWCC), and Personnel Security Information data elements, added in the late 1980's, again increased the level of detail in TAADS.

A 1990 study by USAFISA noted that the majority of organizations studied supported the concept of a local manning document, a TAADS-like product customized for local use, but were critical of the formal TAADS process. Many organizations were reported to be preparing their local manning documents on PCs using software developed locally or, in a growing number of cases, with PC-based software developed by TRADOC and USAREUR.

While outright condemnation of TAADS is not universal, various arguments have been raised that the current detailed reporting requirements of TAADS are excessive or infringe on managers' flexibility to conduct operations. Criticism of current reporting requirements, primarily by field organizations, appears to focus universally on the level of detail required to be reported, principally in the areas of

civilian requirements and authorizations and inclusion of certain data elements.

The Army Authorization Documents System (TAADS) is an automated system designed to support the development and documentation of Army organizational structures. Army force managers and personnel and equipment managers are primary users of the system. These managers use the data contained in TAADS for ongoing force planning, programming, training, budgeting, procurement and asset distribution. The system is also designed so that managers can request extracts of detailed data for use with special projects and studies.

There are several different types of documents developed under the TAADS systems. These include tables of distribution and allowances (TDA), mobilization tables of distribution and allowances (MOBTDA), augmentation tables of distribution and allowances (AUGTDA), and modification tables of organization and equipment (MTOE).

Each TAADS document is comprised of three sections. These sections provide a record of approved organizational structure (Section I), personnel requirements and authorizations (Section II), and equipment requirements and authorizations (Section III). The personnel section of the TDA, which is where our primary emphasis will be, consists of 15 data elements which are discussed later in this report. The advent of new ways of managing human resources in the Army has caused some individuals to question the

utility of capturing as much data in the personnel section as is currently done. This is especially true in regards to civilian employees.

Under the provisions of section 138, title 10, United States Code, Congress may establish end-strength controls on the Department of Defense in annual authorization or appropriation legislation. Under a civilian end-strength, a limitation is set on the number of civilians allowed to be on the payroll on the last day of the fiscal year. In the early 1980's, Congress became receptive to the Services and Department of Defense reasons for removing civilian end-strength controls. Public Law 98-473 removed end-strength controls beginning in FY85 as a way of management for civilians. In the absence of end-strength controls, civilian employment levels were managed on the basis of approved civilian personnel funding levels to accomplish budgeted workloads.

In 1986, the Army's Civilian Modernization Project undertook an initiative to give commanders and managers greater flexibility to determine salaries of their workforce. This initiative, which came to be called Managing Civilians to Budget (MCB), raised the issue regarding the level of detail needed to adequately manage the civilian workforce. As a result of these concerns, the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) has undertaken a review of the current

Army policy on billet level documentation in the Army manpower management system. The three phase review consists of (1) an in-depth analysis by the Army Staff (ARSTAF), (2) a contract study to provide an independent analysis, and (3) coordination of policy changes with Office of the Secretary of Defense (OSD).

THE PURPOSE OF THE REVIEW

The purpose of this review was to study the basic concerns and issues associated with the use of billet level detail in TAADS and its policy impact upon manpower management. The review was designed to conduct preliminary research and analysis of TAADS, with a particular focus on the documentation of civilian manpower, preparatory to a follow-on contract study of the documentation system. Specifically, the review was directed to:

1. Conduct a review of the history of TAADS and the regulatory directives (Army, Office of the Secretary of Defense, and Congressional) that influence its operation.

2. Identify system users and determine their requirements for billet level of detail.

3. Assess interface of TAADS with other Army systems.

4. Assess billet level detail policy on emerging initiatives, such as CENDOC and the recently implemented MCB.

5. Review other Army programs and policies that billet level detail impacts on tangentially.

THE DELIMITATIONS OF THE REVIEW

This purpose of this review was not intended to eliminate all manpower documentation in TAADS.

This review did not attempt to evaluate the impact, positive or negative, of deleting detail from TAADS.

This review was not intended to e`aborate on the myriad of Army systems and processes which comprise the Total Army force development process, particularly as they interact with the TAADS documentation process. It is anticipated that such a comprehensive analysis of systems relationships, if needed, will be conducted as part of the follow-on contract study.

REVIEW METHODOLOGY

The methodology we used to conduct this review was multi-faceted in that we approached the involved issues from several different directions. These included a basic review of the literature, a survey document that requested input from various perspectives, and specific taskings to selected HQDA staff and field operating agencies. On-site interviews were considered and would have been the preferred methodology had sufficient resources been available to accomplish them.

REVIEW OF THE LITERATURE

Our review of the literature involved a policy review of applicable Congressional guidance and US statutes and the implementing Department of Defense and Army guidance. It also included a review of audit reports, to include reports from the General Accounting Office (GAO) and the Army Audit Agency (AAA).

SURVEY

A survey instrument was developed using standard research techniques. The majority of the questions included in the survey instrument were designed to gather data on the frequency of use of the 15 data fields included in the Section II, Personnel, of the Tables of Distribution and Allowances (TDA). Several attitudinal questions were also

included, using a Likert scale procedure to measure the responses. The instrument was given a limited field test to ensure that it was clearly worded and would capture the data desired. A more extensive field testing would have been conducted if additional time had been available. A copy of the survey is provided at Appendix A.

In order to obtain a good cross sampling of the users of TAADS, we forwarded a copy of the survey to the commanders of all Army major commands and major subordinate commands; all directors on the HQDA staff (Army and Secretariat) as well as commanders and directors of HQDA field operating agencies and staff support agencies (SSA); and all installation commanders. A memorandum to forward the survey to the above individuals was prepared for the Director of Manpower's signature. The surveys were addressed by name to individuals who held the positions that we identified. The memorandum explained the purpose of the survey and requested that the recipients respond by April 26, 1991. We asked that the completed survey be authenticated in order to reflect organizations' position. We stated that surveys not returned by the suspense date would be considered as an indication that the TAADS was currently meeting the needs of the organization. Included in the mailing was a pre-addressed envelope to be used for returning the survey. A copy of the forwarding memorandum is provided at Appendix B.

A total of 295 surveys were dispatched with 156 returned in time for data analysis. Surveys returned by noon on May 6, 1991, were considered in the analysis. The 28 returned after that time were reviewed for content analysis but were not included in the formal data analysis. The overall return rate of those considered in the data analysis was 52.8 percent. Table 2-1 provides more detail by organizational level.

SURVEY RETURN RATE

ORG LEVEL	SENT	RETURNED	% RETURN
HQDA	79	41	51.9%
HQDA FOA/SSA	48	27	56.3%
MACOM	15	7	46.7%
SUBMACOM	16	10	62.5%
INSTALLATION	137	71	51.8%

TABLE 2-1

HQDA STAFF ASSISTANCE

Because of the magnitude of the review, we requested assistance from various segments of the HQDA staff in order to get their specific comments on aspects of TAADS for which they either had functional proponency or a strong vested interest. In this light, we requested input on the following subjects from the organizations identified.

TAADS Interface with Other Systems. We requested that the United States Army Force Integration Support Agency (USAFISA) provide detailed information on the interface of TAADS with other current or planned Army management information systems. Their herculean effort resulted in the identification of a large number of systems that are impacted by data in TAADS. A brief description of each of these systems is provided later in this report as well as a series of charts that help to display the interface process of the various systems.

Mobilization. We requested the assistance of several agencies in helping us define the role of TAADS in support of the mobilization mission. These included the Civilian Personnel Directorate and the Mobilization Directorates of the Office of the Deputy Chief of Staff for Personnel; the Operations and Readiness Directorate of the Office of the Deputy Chief of Staff for Operations and Plans; the Office of the Chief of Army Reserves and the Chief, National Guard Bureau for reserve component impact: and USAFISA for documentation concerns.

Managing Civilians to Budget (MCB). The MCB initiative is a recent undertaking and has been one of the major reasons cited for needing changes in documentation policy. We requested assistance from the Civilian Personnel Directorate of the Deputy Chief of Staff for Personnel to help us better understand these concerns.

Army Management Headquarters Activities (AMHA). AMHA is a Congressional/Department of Defense resource limitation that is imposed on the Army. For assistance in this area on documentation issues affecting AMHA, we requested information from Office of the Assistant Secretary of Army (Manpower and Reserve Affairs).

Equipment Management. The personnel documented in Section II of the TDAs are key, in many areas, to the documentation of equipment in Section III, Equipment, of TDAs. In order to be sure that we did not cause any disconnect between personnel issues and equipment issues, we requested input on equipment documentation from the Deputy Chief of Staff for Logistics

TAADS Customers. In order to assist us in the identification of users of TAADS, we requested that USAFISA provide us a listing of all the requests that they had processed for information contained in Section II of TDAs during the period Jan 1990 to 8 Apr 1991. In addition, we requested a listing of all TAADS reports produced by Information Systems Command - Pentagon, for use by the HQDA staff and its field operating agencies.

Manpower Estimate Report (MER). The requirements of the MER are currently undergoing some dramatic changes. In order to be apprised of the latest developments, we requested information from the Army's MER proponent - the

Force Programs Integration Directorate of the Office of the Deputy Chief of Staff for Operations and Plans.

Standardization Initiatives. For assistance in determining the potential impact on standardization issues, particularly as they affect Army installations, we requested assistance from Installation Management Division, Director of Management, Office of the Chief of Staff, Army.

We have integrated the results of these three efforts - literature review, survey data analysis, and input from HQDA staff and FOAs - in the subsequent pages of this report.

REVIEW OF THE LITERATURE

A HISTORY OF MANPOWER DOCUMENTATION

The fundamental objectives and design of the Army's manpower and equipment documents has remained essentially unchanged for the past 30 years (the earliest research period for which detailed procedural guidance was readily available). What has changed significantly is the level of detail required by HQDA to be recorded in these documents, particularly with respect to manpower/personnel data.

In the early 1960's, Army force structuring and resourcing decisions were recorded in three management documents. The authorized personnel and equipment levels for military units with warfighting missions were recorded in Modification Tables of Organization and Equipment (MTOE). For units with sustaining base missions, the personnel and equipment resources levels were recorded in separate documents: a Table of Distribution (TD) for personnel data, and a Table of Allowances (TA) for equipment data. Policies and procedures for developing and maintaining MTOEs, TDs, and TAs were published in Army Regulations 310-31, 310-41, and 310-48, respectively.

The level of personnel detail required to be recorded in the MTOEs and TDs differed. All military positions were recorded in detail -- identity, job title, grade, occupational specialty, branch, number of positions required

and authorized -- in both documents. However, civilian positions (documented only in TDs) were required to be recorded in detail only for management and supervisory positions at major organizational echelons (normally, GS-9 and above). At the option of the TD proponent, all other civilian positions could be consolidated to show only the civilian category, grade, and Army Management Structure Code (AMSCO).

TDs were prepared by the proponents in punch card format which were provided to the Office of the Adjutant General, HQDA. The proponents provided hard (paper) copies to HQDA only when required by specific directive.

In 1966, HQDA introduced the New Army Authorization Documents System (NAADS) which, among other things, combined the TD and TA documents into a new Table of Distribution and Allowances (TDA). Policies governing the new system, which now included the preparation of MTOEs and the new TDAs, were published in AR 310-44. The stated objectives of NAADS were to:

-- Reduce the number of authorization documents in use by the Army.

-- Provide a standard format for authorization documents.

-- Provide a single channel for all troop (TOE-MTOE) and installation (TDA-Modified TDA) authorizations.

-- Provide basic data for computation of requirements and the distribution of resources.

-- Provide for simpler and more usable authorization documents for using units and agencies.

-- Provide a data base for troop basis and force basis files. (Ed. note: These files now constitute the Time-Phased Force Deployment List - TPFDL.)

-- Provide for the documentation of requirements and authorizations in consonance with the unit readiness system.

Procedures for preparing the combined TDA document were published in a new Army directive, AR 310-49. Changes in the display of personnel and equipment information in the new TDA was more a matter of form, rather than substance. The objectives of the NAADS TDA document were:

-- To provide a standard means of recording in one document the mission, capabilities, organization, personnel, and equipment of a TDA unit.

-- To provide formats which are compatible with the requirements for developing, reporting, and maintaining finite personnel and equipment data in support of DA planning, programming, and budgeting systems.

-- To provide the TDA unit commander with the means for recording specific manpower requirements and intended usage of available manpower resources.

What did change with the introduction of NAADS was the level of personnel detail required to be recorded by the document proponents. All military positions were still to be recorded at the detail level; that is, description or job title, identity, branch, MOS, grade, and numbers required and authorized. However, the types of civilian positions requiring detailed data expanded. Whereas only management and supervisory civilian positions were required formerly (recording of all other positions was discretionary), now TDA proponents were required to document the following positions:

-- All civilian positions in grades GS-14 and above.

-- Civilian positions involving operation and maintenance of equipment, whether GS or Wage Grade employees.

-- Civilian positions involving management and supervisory functions (normally, GS-9 and above).

The detailed identification of civilian positions other than those indicated above remained the option of the TDA proponent. If not identified in detail, these remaining positions could be grouped within an applicable document paragraph to reflect only civilian category and AMSCO.

The introduction of NAADS also changed the reporting requirements for the proponents of TDA documents. TDAs in punch card format were still provided to HQDA (via the US

Army Information and Data Systems Command). But now the proponents had to routinely provide hard (paper) copy documents to HQDA (OACSFOR) and the US Army Materiel Command.

In 1970, The Army Authorization Documents System (TAADS) replaced NAADS by consolidating the policies contained in AR 310-44 with the procedural guidance contained in AR 310-49 (Tables of Distribution and Allowances) and those portions of AR 310-31 (Tables of Organization and Equipment) pertaining to MTOE. TAADS documents (TDAs and MTOEs) were now being submitted on magnetic tape to HQDA (OACSFOR), while continuing the requirement for submitting the documents in hard copy.

While the document formats remained basically unchanged, the objectives of TAADS differed somewhat from those of NAADS. Whereas one of the stated objectives of NAADS was "to provide the TDA unit commander with the means for recording specific manpower requirements and intended usage of available manpower resources," the management focus of TAADS was "to establish at HQDA and at each major Army command headquarters, current and complete personnel and equipment data files for retrieval and use by planners, programmers, and resource managers."

TAADS introduced numerous management policies which required proponents to obtain HQDA approval of specified documents prior to publication. One of the new policies was

the requirement for concept plans to be submitted to HQDA for review and approval prior to preparation and submission of a TAADS document. A concept plan was to be prepared whenever certain management thresholds were breached.

However, the most significant change again occurred in the level of detail required to be reported in TAADS documents. While the data requirements for military positions remained basically unchanged, proponents were now required to record all civilian positions at the same level of detail as the military positions; i.e., job title, grade, job series, category, AMSCO, and required and authorized staffing levels.

AR 310-49 was revised in 1972, 1975 and, lastly, in 1980. Each revision expanded upon the technical data elements used in the preparation of TAADS documents, but the basic management policies governing the system remained unchanged; namely, that all military and civilian positions would be reported in detail.

POLICY GUIDANCE REVIEW

A literature search of related Army efforts and potential data sources was a necessary prerequisite to the conduct of this review. The search addressed available legislative, DOD, and DA policies, audits, reports and memoranda relating to the Army authorization documentation process. Key references are outlined below; a complete list

is contained in the Bibliography. Unless otherwise stated, all cited documents were consulted by the ODCSPER review team.

Legislation

- Title X, United States Code, section 115a, " Annual Manpower Requirements Report," establishes the requirement for an annual report in summary level detail of both military and civilian strength levels for the target fiscal year. The Defense Manpower Requirements Report (DMRR) is commonly regarded as the basis for maintaining detailed manpower requirements and authorizations records.

Department of Defense Policy

- DODI 7730.64, "Automated Extracts of Military and Civilian Manpower Records," establishes a centralized DOD manpower automated data base to supplement existing personnel inventory data and prescribes responsibility for the Military Departments to provide billet level data.

- DODI 1100.19, "Wartime Manpower Planning Policies and Procedures," establishes the Wartime Manpower Mobilization Planning System (WARMAPS) and requires the Military Departments to establish and maintain internal manpower mobilization planning information systems compatible with WARMAPS. WARMAPS reports are scenario-specific, time-phased, at the billet level of detail (for civilians), and project both manpower requirements and supply (asset availability).

Department of the Army Policy

- AR 310-49, "The Army Authorization Documents System (TAADS)," prescribes responsibilities for the Army's authorization documentation system and describes the TAADS document process and management information system.

- AR 500-5, "Army Mobilization and Operations Planning System (AMOPS)," incorporates DOD and JCS mobilization guidance and provides the interface between the unified command plans for deployment and utilization of forces and Army plans for providing mobilized forces and resources. Annex F of AMOPS Volume III contains guidance on the implementation of MOBTDA.

TAADS AND THE FORCE STRUCTURE PROCESS

TAADS AND THE AUTHORIZATION PROCESS

Every Army unit (Active, Reserve, and Guard) and Army components of other agencies are required to have an authorization document to reflect a supportable organizational structure. Authorization documents state a unit's approved structure and resources and serve as a basis and authority for requisitioning personnel and materiel. The development and documentation of authorization documents is supported by The Army Authorization Documents System (TAADS). At all levels within the Army -- unit, MACOM, and HQDA -- TAADS data are used to manage personnel and materiel procurement, force planning, programming, budgeting, training, and distributing. Additionally, these data are used at various levels of command for inspections, surveys, special projects, and studies.

There are four basic authorizations documents in TAADS: Modification Tables of Organization and Equipment (MTOE), Tables of Distribution and Allowances (TDA), Mobilization TDA (MOBTDA), and Augmentation TDA (AUGTDA). (A new category of TDA for documenting USAR and ARNG full-time support authorizations will not be addressed).

An MTOE is a modified version of a Table of Organization and Equipment (TOE) that prescribes the unit organization, personnel, and equipment necessary to perform a mission in a

specific geographical or operational environment. At the unit level the MTOE is the base document for preparing personnel and equipment requisitions; distributing personnel and equipment resources; unit status reporting; and preparing supply and maintenance records and reports.

A TDA prescribes the organizational structure for a unit having a support mission for which a TOE does not exist. TDA are unique in that they are developed based on the type and levels of workload associated with the unit's mission. At unit level TDAs are used for the same purposes as MTOE except for unit status reporting, which is not required of TDA units.

A MOBTDA reflects a TDA unit's mobilization plan by identifying functions to be increased, decreased, established, and discontinued, while an AUGTDA reflects a TDA unit's plan to augment a MTOE unit to perform added non-TOE peacetime missions. Typically an AUGTDA is used to include civilian personnel and/or commercial equipment allowances required and authorized to a MTOE unit.

The basic characteristics of MTOEs and TDAs are depicted in Figure 4-1, page 4-3.

TAADS is comprised of two distinct systems: a functional management information system and a data processing system. As a management information system, TAADS is the component of force structure management by which the Army records decisions on mission, organizational structure, personnel

BASIC CHARACTERISTICS OF MTOE AND TDA

TOE	TDA
- Single function	- Multiple functions
- Fixed output	- Variable output
- Military only	- Military and civilian (or civilian only)
- Mobile	- Fixed location
- Standardized	- Tailored

Figure 4-1

and equipment requirements and authorizations for Army units and elements of joint organizations for the current year through the first program year. Major manpower, budgetary, and materiel decisions are made at the Office of the Secretary of Defense (OSD) level and announced to the Army through the Consolidated Guidance (CG) memorandum and the Program Decision Memorandum (PDM). Based on these decisions, HQDA provides guidance to all MACOMs by means of the Program Budget Guidance (PBG), Troop Program Guidance (TPG), and other plans, letters, and messages. The MACOMs, in turn, prepare their command plans (troop lists) which, after approval by HQDA, are recorded in the Army's Force Accounting System (FAS) and documented in TAADS.

Command plans reflect how force structuring guidance provided by HQDA will be implemented. MACOMs use three sources of input to develop their command plans: the PBG;

management information from HQDA in the form of policies, goals, and plans; and the current force structure maintained by the MACOM in VFAS. For the USAR and ARNG, the primary source of planning input is the Troop Program Guidance (TPG). Once approved by HQDA, command plan troop lists are used to update the MACOM force structure data in the FAS and become the basis for the MACOM unit documentation process.

The basic procedures for documentation are the same for MTOE and TDA units; that is, all unit personnel and equipment requirements and authorizations are written in the same detail. However, the basis for developing the two documents differs. MTOEs are derived by adjusting/ modifying TOEs, when required, to meet specific operational requirements; whereas TDAs are developed using manpower staffing standards, personnel and materiel requirements from BOIPs, and equipment utilization data.

In some cases (usually unprogrammed unit activations and reorganizations) a concept plan is required from the MACOM to support a "new" organizational structure. Approved concept plans do not serve as an authorization document but support the creation of one, either by HQDA or the MACOM.

Approved MTOEs and TDAs are recorded in TAADS, which is used to update the FAS file. The Automatic Update Transaction System (AUTS) is designed to assist HQDA in the TAADS approval and FAS update processes. AUTS performs a

comparison of the current TAADS data base with the FAS and produces reports highlighting any differences.

As a data processing system, TAADS extends from HQDA to MACOM and installation level and return through automated interfacing at each organizational level. Specifically, DA TAADS, known as the Force Development Management Information System Authorizations Subsystem (FORDIMS AS), is maintained at HQDA to process documents transmitted by TAADS proponents and record the official authorization document data base for the total Army. Vertical TAADS (VTAADS) is a multicommand standard automated system for those MACOMs with in-house ADP capability. Installation TAADS (ITAADS) is an extension of VTAADS to major subordinate commands and installations. HQDA VTAADS, under operational control of USAFISA, supports all proponents who do not have VTAADS or ITAADS capability.

FORCE DEVELOPMENT PROCESS OVERVIEW

An overview of the Army force development process is depicted in Figure 4-2, page 4-11. Force development is initiated by the generation of doctrinal and fixed-base support requirements for future materiel or organizations, guidance by the Army's senior leadership, and information on the evaluation of new materiel flowing from the Research, Development, and Acquisition (RDA) process. The output of the force development process provides the basis for acquiring and distributing personnel and materiel. In

general, force development activities fall into three categories: design of unit/organization models, development of force structures, and documentation of unit/organization authorizations.

The first activity, design of unit models, involves development of Tables of Organization and Equipment (TOE). Development of a new TOE or revision of an existing TOE is dependent upon the Basis of Issue Plan (BOIP) and the Qualitative and Quantitative Personnel Requirements Information (QQPRI). The BOIP is an event-driven planning document which describes the planned placement of new or improved items of equipment, and personnel changes required to introduce the item into the Army inventory. Additionally, BOIP are used with QQPRI to develop manpower requirements criteria, and as input for concept studies, life cycle cost estimates, and trade-off analysis during the research and development process. It plays an integral role in TOE development. A BOIP generally causes TOEs to be revised or, in some cases, generates a requirement for a new TOE.

The QQPRI is a collection of organizational, doctrinal, training, duty position, and personnel information which provides the basis for developing or revising military and civilian occupational specialties and for preparing new or improved items of equipment. The TOE models and BOIP/QQPRI are developed or revised, staffed, coordinated, approved,

and published in the consolidated TOE update (CTU) twice a year, in April and October.

The second force development activity is an integral part of the Planning, Programming, Budgeting and Execution System (PPBES). It is initiated by development of the planning force and Defense Planning Guidance which is translated into The Army Plan (TAP) and an Objective Force. The activity then involves an iterative process of determining the size and content of the Army force structure. As the planning force is developed, it transitions from a Minimum Risk Force to one that is more affordable and realistic but capable of achieving national security objectives with some inherent level of risk. The Program Force, used to support the Program Objective Memorandum (POM), is developed during the Total Army Analysis (TAA) process. This force is then analyzed to identify critical near-term force structure deficiencies and readiness capabilities through the Army Logistics Assessment (ALA) and the Operational Readiness Analysis (OMNIBUS). Through a process of analyzing, prioritizing, approving, and funding force structure changes, an approved force structure for the total Army is achieved. For Program Budget Guidance (PBG) and resource management purposes, the force structure is broken down into four components: Active Army (COMPO 1), Army National Guard (ARNG)(COMPO 2), the United States Army Reserve (USAR)(COMPO 3), and unresourced units (COMPO 4).

The final activity in force development is to determine and document the exact numbers of personnel (by skill) and equipment items (by type). Conceptually, it is the integration of the modeling and force structure activities under a set of available dollar and manpower allocations. Resource allocations in the form of troop accounting and documentation guidance are provided to the MACOMs, the USAR, and the ARNG to permit development of authorizations documents and to account for personnel allocations at all levels in the chain of command. Troop lists are maintained in the HQDA Force Accounting System (FAS), which is the authoritative record of force structure decisions. Some MACOMs also maintain an automated force development data capability (VFAS) which provides an interface with FAS. Approved unit structures and resources are documented in The Army Authorization Documents System (TAADS). There are two basic authorization documents: the Modification Table of Organization and Equipment (MTOE), a modified version of a TOE, and the Table of Distribution and Allowances (TDA), the organization structure for a unit having a support mission for which a TOE does not exist. These documents serve as a basis and authority for requisitioning personnel and equipment. In addition, they are used, in combination with the BOIP, TOE, and FAS files, by the Structure and Composition System (SACS) to determine personnel and

equipment requirements and authorizations needed for a specified force structure.

Over the years, several initiatives have been undertaken to improve the documentation process. Specifically, to improve projecting and documenting authorizations far enough in advance to allow for the requisition and distribution of personnel and other resources in support of established effective dates.

The first of these initiatives was a steering committee formed by the Vice Chief of Staff of the Army in 1983 to study the documentation process.

The Documentation Modernization (DOCMOD) Study Group's charter was to standardize, stabilize, and modernize the documentation system. These actions facilitate developing an integrated force structure which will be tied to the Army's ability to provide people and equipment in the proper sequence to maintain readiness. The goal was to manage authorization document change in a way that minimizes turbulence.

This group produced the following recommendations:

-- Dampen organizational and documentation changes in the short term.

-- Stabilize the force for the budget year so that asset management and distribution systems can catch up.

-- Identify systemic problems in the automatic data processing systems and management techniques and supply specific recommendations for correcting each.

In 1988, the Five Year Defense Program (FYDP) Task Force was formed under chairmanship of the Director of Management, Office of the Chief of Staff, Army. This Task Force was formed as a result of the Army's inability to satisfy OSD concerns relating to the documentation of manpower authorizations at programmatic level of detail. While the area of highest visibility had been in the officer category, there were systematic problems in all categories of manpower.

An outcome of the FYDP Task Force was a greater emphasis at the Departmental level on establishing a single force structure; manpower accounting; PPBES, and documentation position for the Army at UIC, AMSCO(PE), military identification and civilian identification level of detail. Some success was achieved in obtaining a consistent position in the Force Accounting System (FAS), the Program/Budget System (P/BS) and the Program Optimization and Budget Evaluation (PROBE) system. This emphasis continues today, although some MACOMs object to the rigors of the process.

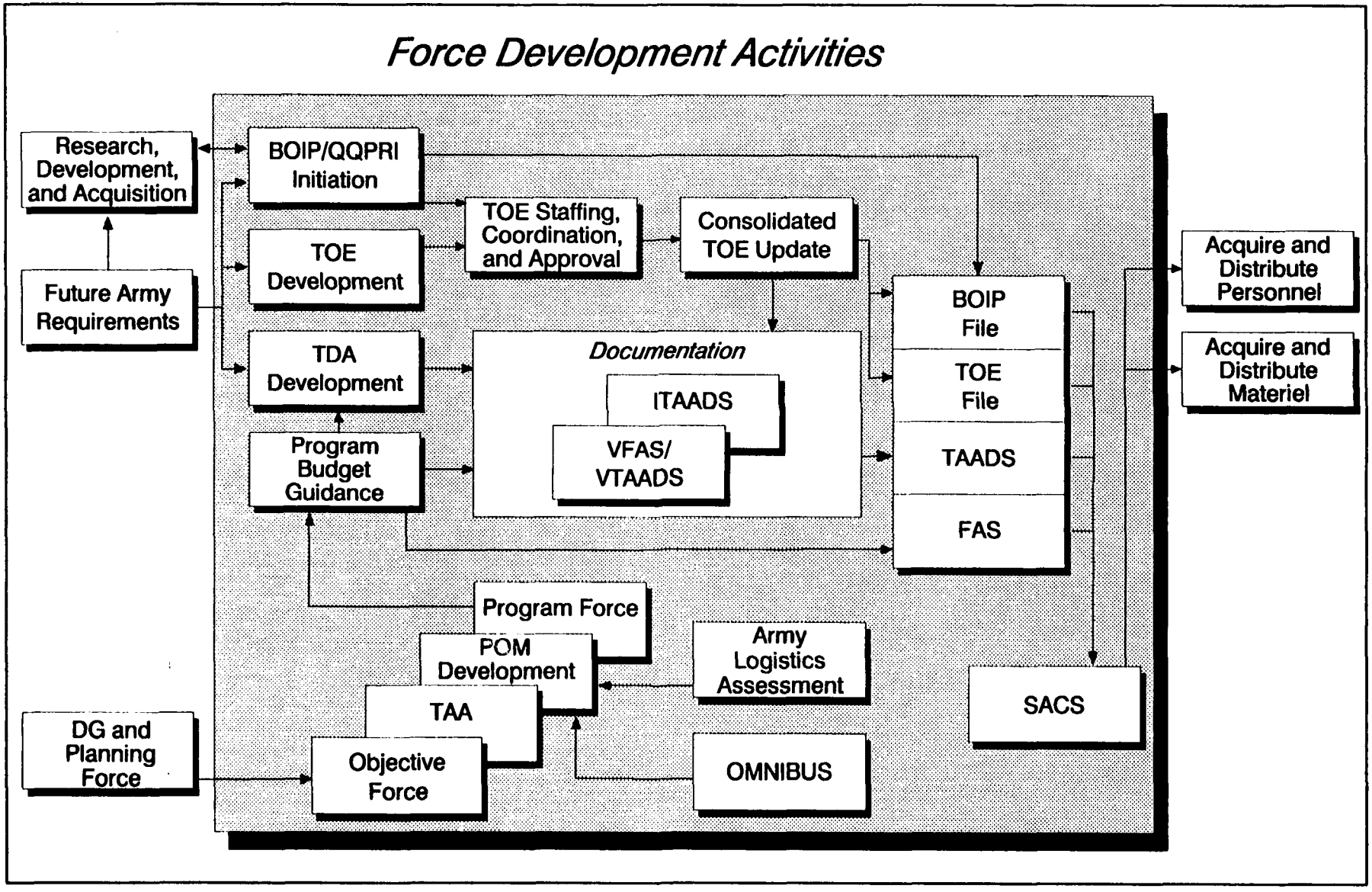


Figure 4-2 Force Development Process Overview

USE OF TAADS PERSONNEL DATA ELEMENTS

One of the purposes of our survey instrument was to conduct an assessment of the frequency of use of personnel data elements in TDAs and the importance that the respondents placed on these data elements from different perspectives. To assess the frequency of use of the 15 data elements in the personnel section of a TDA, we asked the respondents to complete question 9 for civilian billets and question 10 for military billets. These questions asked if the data element was used in the conduct of the organizations' activities; if it was used, the frequency of its use (daily, monthly, or quarterly); and if it was used and the source was not TAADS, we asked that the source be identified. We realized when we developed these two questions that the responses might be influenced by the fact that HQDA requires the data elements to be used and that the various Army systems, to include TAADS, need the data to operate.

To help counteract this potential biasing affect, we also collected data in the survey document that allowed the respondents to indicate to us their perspective on the relative importance of these 15 data elements at four different levels - that of the installation, the subcommand, the major command, and the Headquarters, Department of Army level. Separate questions allowed for reporting on

civilians detail (question 22) and military (question 23). We also asked the respondents to indicate in their responses if they felt that the data needed could be provided at the aggregate level, vice the current detail level.

A review of the responses that we received indicated to us early on that there was a general consensus that the detail in TDAs for military personnel was critical at all levels for military personnel management. It was stated that the data could not be deleted from TAADS without seriously impacting military personnel management. Thus, we focused our attention to analyzing the responses relating to civilians.

Appendix C displays the results of the questions that requested data on civilians. The data is portrayed in a series of three charts for each of the Section II, Personnel, data elements. The first chart in the series, Use of Data Element, is a matrix that displays the responses by frequency of use by the five levels of command surveyed. Respondents were asked to indicate if they used the data on a daily (D) basis, a monthly basis (M), a quarterly basis (Q), or on a yearly basis (Y).

In the second matrix, Importance of the Data Element, we display the relative importance that we computed during the data analysis. In the survey instrument, respondents were asked to rate the the importance of each element by giving it a value from 0 to 5. We asked that they rate the value,

from their perspective, for four organizational levels - installation (INSTL), sub-command (SubCmd), major command (MACOM) and Headquarters, Department of the Army (HQDA). We have weighted the responses so that 100 would indicate the highest level of importance and 0 would indicate the lowest level of importance. The respondent data is displayed from the four perspectives listed above plus from the perspective of HQDA FOA/SSA respondents.

In addition to asking the respondents to rate the importance of the data element, we also asked them to indicate if the data could be aggregated in some manner. The third matrix in this series of charts provides the percentage of respondents that indicated that the data could be aggregated at the level of organizations portrayed.

In general, several broad statements can be made about the responses that we received. First, when the data was used, and the source was not TAADS, many respondents reported that they had locally developed a TAADS look-alike PC based system that gave them information on a real time basis. This is consistent with the subcommand and installation respondents responses to question 19 of the survey instrument that asked if they maintained two (or more) TDAs. Both of these levels showed stronger agreement with the statement than did the other groups of respondents. The data is displayed in Table 5-1, page 4. The data in these PC based systems not only included the current TAADS

data, but a whole host of additional data. This is more fully discussed in the part of the report devoted to Managing Civilians to Budget, Margin notes provided by the respondents on the survey documents and in comments provided, indicated that a frustration with TAADS exists - both in its cumbersome processes and the approval process involved in making changes to documents. In addition, a common concern expressed was that the official TDA was always out of date during the year of execution because of late breaking resource level changes. We also noted concerns about the requirement to make TAADS agree with resource levels in the Program Budget Guidance (PBG), and the FAS.

LEVEL OF AGREEMENT - TWO OR MORE TDAS MAINTAINED

INSTL	SUBCMD	MACOM	HQDA FOA	HQDA
76.6	90.0	45.7	52.3	56.9

Table 5-1

Comments were also made that implied the maintenance of billet level detail was a waste of labor in these times of diminishing resources. This is consistent with non-survey related correspondence recently received by HQDA. For example, one MACOM recently recommended the elimination of the management of civilian personnel by C-Type and full-time permanent category in the PROBE (Program Optimization and

Budget Evaluation System) and the PBG base and in Command Operating Bubget and Command Budget Estimate submissions. From the MACOM's perspective, the C-Type and FTP data elements provide insufficient management return for the effort required to maintain it and comprise an unwarranted constraint on commander's flexibility to manage in an era of declining resources.

In regards to the value of the various data elements, there was a general tendency for respondents to ascribe a higher degree of importance of the data element to their organization level, and to levels below them, than to organizational levels above them. This was especially true for paragraph number, line number, description, grade, series, branch, and identity code data elements.

There was also a general tendency for HQDA FOA and HQDA respondents to ascribe a higher value of the data elements to the installation level than the value that the respondents from the installation ascribe to themselves. This same condition was also true, although to a lesser degree, in comparing HQDA FOA and HQDA reported values with those of the subcommands for the subcommand level of management.

Across the board, the value placed on the security code data element was very low, with all values falling under 50, with the exception of one - HQDA value placed on the

installation level. The question has to be raised if the security code is really needed in TDAs for civilians.

The standard workcenter code (SWCC) was another data element whose value was not highly rated. In the aggregate, installation respondents thought that it was of more importance to HQDA than themselves, while HQDA respondents ascribed a higher importance level to the installation than the installation did to themselves.

While it was previously mentioned that there was a general tendency for respondents to ascribe a higher degree of importance of the data element to their organization level, and to levels below them, than to organizational levels above them, there was one data element that reversed this trend. In general, the perceived value of the MDEP (Management Decision Package) increased as the level of commands increased. This indicates that the MDEP has less perceived value at the installation level, while installation managers acknowledge its value as a management tool for higher levels of command.

Of noteworthy interest, was the value placed on the authorization data element. With the exception of major command respondents, all organization levels placed the most value on this data element. The weighted values derived from the installation respondents placed it as the most important data element for themselves as well as the sub-command and MACOM level. At the HQDA level, the

installation value was also the highest, albeit tied with the AMSCO data element. The weighted values derived from the subcommand responses were higher for the authorization data element than any other data element for all four levels - installation, subcommand, major command, and HQDA. Respondents from HQDA FOA also rated this data element the highest in all areas, except at the subcommand level where it tied with required strength data elements. Finally, HQDA respondents gave it the most value at all levels but the major command level, where it was second in importance to the grade data element. This indicates to us that there is still room for improvement in implementing the philosophy of the Managing Civilians to Budget concept.

While the required strength data element was perceived of high value to most respondents, respondents from the major commands gave it the most value - a value of 100 at the installation, major command, and HQDA level. Another data element receiving a rating in the high range was AMSCO, with major command respondents ascribing less value to it at the installation and subcommand levels than the other reporting levels.

In general, there was not great support for aggregating data. As a group, respondents from subcommands were more prone to favor aggregate data than other responding groups. When aggregation of data was favored by a respondent, it tended to be at levels above the respondent's level. This

is similar to the findings that we found when analyzing the perceived value of the data elements. Data elements where the most support for aggregating data was found were AMSCO, Required Strength, and Authorized Strength, with the strongest support being for aggregating authorizations at the HQDA level.

One final area we questioned in our survey instrument was if the respondents would want to locally retain detail billet data if the HQDA requirement to do so was removed. There was a high level of agreement among the respondents that they would want to retain the data for local use. This was most noticeable at the MACOM level. The results are displayed in Table 5-2, page 5-8.

LEVEL OF AGREEMENT - RETAIN LOCAL BILLET DETAIL

INSTL	SUBCMD	MACOM	HQDA FOA	HQDA
76.6	70.0	88.6	84.4	73.5

Table 5-2

TAADS CUSTOMERS

We undertook several different approaches to determine how TAADS was being used by its various customers. One approach was a request to USAFISA to provide us a listing of each request that they had received for information contained in Section II, Personnel, of The Tables of Distribution and Allowances during the period January 1990 to present. A second approach was another request to USAFISA to request that they provide us a listing of all the recurring TAADS reports prepared for the HQDA staff by ISC-Pentagon. We also requested information, via our survey document (question 24), on any reports, budget displays, etc., that the respondents organization used that are generated from TAADS. We reviewed the literature for reports required by higher authorities that include manpower details. Finally, we reviewed the DOD Budget Guidance Manual for budget exhibits that included manpower data.

USAFISA REPORTS

USAFISA identified 94 separate reports that were generated from TAADS during the period we requested (January 1990 to April 1990) from the records that they had available. It is possible that additional reports were generated, but records were not found at the time of our request. We analyzed these reports from from several

different perspectives. First, we looked to see who the customers were requesting the data. This analysis resulted in the information that we have projected on TABLE 6-1. A high number of the reports were prepared in support of the management needs of HQDA and USAFISA.

TAADS PRODUCTS PRODUCED BY USAFISA	
Requesting Organization	Frequency
US Army Materiel Command	8
Army Reserve Personnel Center	1
AUDIT Task Force	1
Battle Simulation Center	1
US Army Corps of Engineers	2
US Forces Command	2
HQDA	20
DAAR	(2)
DACH	(2)
DACS	(4)
DAMI	(1)
DAMO	(7)
DAPE	(3)
NGB	(1)
LIC Task Force	3
USAFISA	32
Office Asst Sec of Defense (FM&P)	2
US Army Training and Doctrine Cmd	4
Unknown	2
US Army Personnel Integration Cen	5
USAPOISA	3
VANGUARD Task Force	6
US Western Command	2

Table 6-1

The frequency of these reports varied, with the majority being reported as one-time reports. However, many were accomplished at the end of each MOC (Management of Change) window and/or during the AUTS (Automatic Update Transaction System) process. It should also be noted that some of these

data requests were to produce data files/disks/tapes to be exported to other data bases, local area networks, or other computer systems so that queries could be made without going to the TAADS main data base. This is particularly true in determining the universe for Manpower Staffing Standards studies and Manpower Surveys.

The data elements requested, by frequency, are displayed at TABLE 6-2. It is interesting to note that the most frequently requested data element was MOS/Series (63 out of 94), followed by authorized strength (53), grade (51) and required strength (46).

DATA ELEMENT - FREQUENCY OF REQUEST	
Paragraph Number	38
Line Number	38
Description	36
Standard Work Center Code	36
Management Decision Package	31
Grade	51
Military Occupational Specialty/Series	63
Add'l Skill Identifier/Language Code	38
Branch	31
Identity Code	45
Army Management Structure Code	35
Required Strength	46
Authorized Strength	53
Security Code	21
Remarks Code	33

Table 6-2

Sixty seven of the survey respondents did not indicate any reports, budget displays, etc., that were generated from TAADS. The remainder of the respondents identified one or more reports that were generated from TAADS. These reports

covered a wide variety of subjects and data, with the standard batch reports generated from TAADS being frequently cited (see AR 310-49-1). Numerous respondents reported that their organization had developed various local applications for the data in TAADS to be used on personal computers in order to more easily generate reports for management use. Others cited extracts prepared for use in identifying universe for study in Manpower Staffing Standard studies. These included the use of Standard Work Center codes. As a group, specialty branches reported the most frequent use of TAADS in the identification of requirements and authorization data. In particular, the Army Medical Department and the Judge Advocate General Corps reported this usage. However, the emphasis was on military personnel management, versus civilian personnel management. There were only a few references made to the use of TAADS in budget preparation.

SPECIAL REPORTS

Our review of the literature resulted in the identification of several Congressional and OSD reporting requirements that have called for the use of detail billet data on civilians. A brief synopsis is provided on each of these reports.

MANPOWER ESTIMATE REPORT

The Manpower Estimate Report (MER) documents the total number of personnel (military [officers and enlisted], civilian, and contractor) that are or will be needed to operate, maintain, support, and train for the program upon full operational deployment. The MER is a report required by Title 10, United States Code, Section 2434, "Independent cost estimates; operational manpower requirements". DOD guidance for the preparation of this report is currently in transition from Department of Defense Directive (DODD) 5000.53 (Manpower, Personnel, Training, and Safety [MPTS] in the Defense System Acquisition Process) to Department of Defense Manual (DODM) 5000.2-M (Defense Acquisition Management Documentation and Reports). The MER also implements the provisions of DODD 5000.1 (Defense Acquisition), which directs consideration of affordability (in this case, manpower affordability) at specified milestones in the acquisition process.

DOD guidance directs that manpower requirements will be stated as billets for military and civilian personnel, and as man years of effort for contractors. All manpower requirements and programmed manning (authorizations) have to be displayed by manpower category (i.e., operators, maintainers, supporters, and trainers). In addition to displaying a manpower baseline, the MER must also provide

total quantities by each category for each fiscal year commencing with initial production. Separate displays are required for Active, Reserve, and National Guard estimates.

HQDA proponent for the MER is the Deputy Chief of Staff for Operations and Plans (DAMO-FDR). Current MER processes involve the use of TAADS by the Program or Project Manager's Office in order to develop the manpower baseline as well as program for the manpower that will be required in future years. This process, currently being evaluated by contract with the Light Helicopter Program Manager, is not expected to change. Updated Army guidance for the preparation of the MER is currently being developed.

Service validated MERs are provided to the Assistant Secretary of Defense for Force Management and Personnel, and to the Armed Services Committees of the Senate and the House of Representatives in accordance with the timeframes provided in the manual.

As part of the study effort, we asked DAMO-FDR to provide input on the use of TAADS in accomplishing their role in developing MERs. They provided the following information.

TAADS is the primary source of detailed manpower data on existing Army systems. To support MER development, both MTOE and TDA TAADS billet detail documentation is required on the predecessor system(s). This information is readily available from USAFISA and is normally reviewed by the MER

Ad Hoc Working Group supporting the new system prior to use in the MER. Request for TAADS documentation to support MER development/revision should be made through the system's materiel developer, e.g., program office, with the frequency of TAADS data requests dependent on the specific weapons program milestone schedule. (Program major milestones are normally two to three years apart.)

There are no other centralized data sources for TDA organizations within the Army which link billet level manpower and equipment in the context of a unit. The linkage of manpower and equipment within a unit is critical to MER development, as the MER reports manpower impacts for operational units and the supporting force structure resulting from new system introduction. In this sense, TAADS is the key data source for MER predecessor system(s) manpower information.

For Army TOE organizations, TAADS provides the only complete set of equipment/manpower data for the predecessor system. (Another limited TOE manpower data source is the TOE/BOIP file maintained by CAC, Fort Leavenworth. This file provides billet level data for the base TOE of each unit type. It does not, however, capture actual resourced manpower (authorizations) and equipment data or the force structure densities of the various type TOE units as TAADS does. As such, the TOE/BOIP file is not adequate to support MER manpower resource pool determination.)

The HQDA MER proponent's experience indicates that the Army lacks an integrated data base that reports contractor maintenance and training manpower support for fielded equipment. This poses a major problem as the MER requires the reporting of contractor manpower for both the new system and the system that is being replaced. In this regard, DAMO-FDR believes that the Army should consider establishing a policy requiring the annual reporting of all support contracts. Information should be reported in standardized form and contain weapon system supported, total man-hours of maintenance/training support provided by year, proportion of the total workload associated with each weapon system (or major repaired component) by year, and the total contract cost by year (or the total contract cost and period of performance). Other issues on capturing the efforts of "other" manpower are discussed in Chapter 12 of this report.

TAADS does not document true manpower requirements for MTOEs (manpower requirements column equals the manpower authorizations column). Estimates for both manpower requirements and authorizations are required for manpower estimate report preparation. To project these two manpower sets for the new system, the existing relationship of the predecessor system requirements to authorizations must be identified. Once determined, the resulting proportion of predecessor manpower authorizations versus requirements can be used with the new system's manpower requirements to

estimate the new system's authorizations, given the assumption today's Army manpower constraints can logically be applied for future Army manpower resourcing. Without this information, no empirical-based projections can be made for the new system's manpower authorizations. Table 6-3, page 6-13, displays the TDA and MTOE data elements required to support MER development and manpower costing.

BILLET MASTER FILE

The Billet Master File provides the DOD with information needed for oversight and evaluation of programs and policies regarding staffing, inventory imbalances, and personnel readiness. It accomplishes this by providing the data needed by DOD to maintain a centralized DOD data base of the billets authorized or required that supplements the inventory data provided by other DOD reporting requirements.

DOD guidance for the preparation of this report is provided in Department of Defense Instruction (DODI) 7730.64 (Automated Extracts of Military and Civilian Manpower Records). This instruction requires the reporting of all Active military, Reserve military, and civilian (both direct hire and indirect hire) billets and on all units in the programmed force structure. Reports are submitted by the Services twice a year - data as of December 31 and data as of June 30. Included in the data elements to be reported for each billet are program element code, grade, occupation

code, type of hire for civilian positions (direct hire, direct hire foreign national, indirect hire), and manpower data category (authorization, programmed manpower structure, or other military [individuals account or operating strength deviation]). The instructions do not impose any requirement to collect data not already available in or derived from existing automated data systems. Reporting is required for the following fiscal years in each report: prior year, current year, budget year, and budget year plus one through budget year plus four. The final position for a particular year need not be reported more than once.

HQDA proponent for submitting the Billet Master File is the Deputy Chief of Staff for Operations and Plans (ODCSOPS). The US Army Force Integration Support Agency prepares the report for the ODCSOPS.

SECTION 322 REPORTING

Section 322 of the FY 1991 DOD Authorization Act required the Secretary of Defense to establish guidelines for reductions in the number of civilian personnel who are employed in commercial and industrial activities and to submit a 5-year civilian personnel master plan as part of the FY 1992/1993 Budget Submission. The law specified that guidelines include procedures for reviewing civilian positions for reductions in the following order: (1) positions filled by foreign national employees overseas; (2)

all other positions filled by civilians overseas; (3) overhead, indirect, and administrative positions in headquarters or field operating agencies in the United States; and (4) direct operating or production positions in the United States. The master plan must identify number and type of personnel in each activity; manpower requirements and workload; a listing of each activity planning furlough or involuntary separations; an examination of the effect of furlough or involuntary separation on workload requirements; and a summary of the factors used by management to determine the size and location of the proposed furlough or involuntary reduction.

As a result of this law, the OASD (FM&P), requested that the Secretaries of the Military Departments provide data on which his staff could formulate a five year plan. The Departments were given a suspense of 15 working days to develop the data.

Because of the short suspense, Army's initial efforts focused on a review of TAADS documents to develop the break-out of overhead, administrative and direct labor for the involved activities. Data developed from this initial review was then shared with the concerned MACOMs who were given an opportunity to further refine the information. While the Army did not meet the prescribed OASD suspense date, it is felt by those involved in the action, that had

not detail data on civilians been available in TAADS, the response would have been even later in submission to OASD. TAADS detail was essential in developing the Army baseline.

BUDGET REPORTS

Our review of the Department of Defense Budget Guidance Manual (DOD 7110-1-M) resulted in the identification of 53 budget exhibits that contained manpower information, such as end strength, workyears, etc. We prepared a succinct narrative, in layman's terms, for each of these exhibits and staffed it with each office responsible for preparation of the exhibit. We asked that they confirm our narrative and provide the source of the manpower data included in the exhibit. The results of this process are provided at Appendix D.

In the aggregate, there is a lack of a direct trail of data from TAADS to data in budget reports. The majority of the data comes from the Integrated Manpower Program (IMP) and Civilian Manpower Obligations Resources (CMORE) Decision Support System. Information provided by the staff proponents of a few of these exhibits indicate that the data is received from the affected major commands. This is particularly true in the case of industrial funded activities. We did not follow-up with the commands to determine if their source was TAADS. The follow-on contract effort may well want to consider this approach.

TABLE: TAADS FILES (TDA & MTOE DATA ELEMENTS REQUIRED TO SUPPORT MER DEVELOPMENT & MANPOWER COSTING)

IMPORTANCE TO MER	DATA ELEMENTS	MER MANPOWER CATEGORIES SUPPORTED BY EACH ELEMENT				EXPLANATIONS AND COMMENTS	ELEMENT MER VALUE		
		OFF	WO	ENL	CIV[1]		Elements Required to Link Subunit Block of Manpower to Submit Block of Equipment	Elements Required to Link Manpower Positions to Specific Equipment Within Subunits	Elements Required to Determine the Fair Share of Authorizations Associated with Equipment
R	Unit Section Parent Unit (P-U)	M				- Identifies the basic unit of organization listed in the force structure			
R	S-U Multiplier	M				- Identifies the number of subunits within the parent unit			X
R	Manpower Section Paragraph #	M					X		
U	Line #	M							
R	Description	M						X	
U	SWCO (TDA only)	M				- Duplicate information provided in AMSCO element; useful but not necessary			
R	MDEP	M				- Identifies equipment through funding source		X	
R	Grade	C M	C M	C M	C	- Important to manpower costing (e.g. BCE) - Important to estimating annual student input for military personnel receiving institutional training at schools		X	
R	MOS	M						X	
R	ASI/LIC	M				- Only ASI needed; LIC not relevant		X	
R	Branch				M	- Needed for GM/GS/WS/WL/WG breakdown of civilian manpower to identify system workload-driven segment of civilian manpower		X	
N	Identity Code								
R	AMSCO (TDA only)	C M	C	C	C	- Subcodes within AMSCO string are needed to identify activities and work centers supporting equipment		X	
R	S-U Req. Strength	M							X
R	S-U Auth. Strength	M							X
U	P-U Req. Strength	M				- Not absolutely required since this can be generated by S-U Multiplier and S-U Req. Strength			X
U	P-U Auth. Strength	M				- Not absolutely required since this can be generated by S-U Multiplier and S-U Auth. Strength			X
N	Security Code								
U	Remarks Code	M				- Useful if it addresses manpower relationship to equipment			
R	Equipment Section Paragraph #	M					X		
R	LIN	M				- Needed for electronic sorting of the equipment requirements and authorizations information		X	
R	Nomenclature	M						X	
R	S-U Req. Equip.	M							X
R	S-U Auth. Equip.	M							X
U	P-U Req. Equip.	M				- Not absolutely required since this can be generated by S-U Multiplier and S-U Req. Equipment			X
U	P-U Auth. Equip.	M				- Not absolutely required since this can be generated by S-U Multiplier and S-U Auth. Equipment			X

R - Required
U - Useful
N - Not Required

M - Important to MER development
C - Important to manpower costing (e.g. BCE)

S-U - Subunit
P-U - Parent Unit

[1] Only relevant to TOAs

Table 6-3

TAADS INTERFACE WITH OTHER ARMY SYSTEMS

As part of our study methodology, we requested the assistance of USAFISA in providing us the detail information on the interface of TAADS with other current or planned management information systems. Their effort resulted in the identification of over 50 systems that have either input or output interface with TAADS. A brief description of each of these systems is provided at Appendix E. USAFISA also provided a listing of other Army Systems that possibly interface with TAADS at some point and in varying degrees. This listing is also provided at Appendix E. We did not undertake any follow-up with the proponents of the systems identified nor did we affect any coordination with the Office of the Director, Information Systems Command, Control, Communications and Computers as a check and balance for possible omissions. We recommend that this be accomplished as part of the follow-on contract effort.

The process charts provided at Appendix F help to depict TAADS interface with other systems. Frequency of interface is stated for all of the descriptions provided in Appendix F. The frequency for most of these is semiannually, at the close of each MOC window. Process chart labeled Figure 1, lays out the major events associated with the MOC window cycles.

In responding to our survey document, the Office of the Assistant Chief of Engineers expressed concern about reducing the level of details in TAADS. Numerous reports within the Corps of Engineers and the Directorate of Engineering and Housing community are prepared from "feeder" information provided by TAADS. The Facility Planning System; the Headquarters, Real Property Planning and Analysis System; Installation, Real Property Planning and Analysis System; and the Army Stationing and Installation Plan are all systems that rely heavily on the data provided by the TAADS database. The "Utilization Model" currently under development will also use the individual authorization level of detail currently available in TAADS. The data provided from TAADS is downloaded every six months into the systems identified. However, it must be emphasized that this data is used on a daily basis. Extracts from the Army Stationing and Installation Plan User's Guide that reference the use of TAADS are provided at Appendix G.

MAINTENANCE OF AUDIT TRAILS IN TAADS

The maintenance of audit trails to track implementation of decisions affecting manpower have long plagued the manpower community. During recent years, several initiatives have shown a weakness on the ability of the Army, as well as the other services, to track manpower decisions to the satisfaction of oversight organizations. The following examples are provided.

In its review of the services practices for substituting civilian positions for military positions (MILITARY MANPOWER, Lack of Oversight Over Civilian Substitution - September 1988), the GAO found that the Army and the Air Force did not monitor civilian substitution practices or routinely keep records on substitutions made or the disposition of military positions "freed" as a result of substitutions. Consequently, the GAO stated that they were unable to compare budgeted to actual substitutions or to determine whether the freed military positions had been reallocated to higher priority missions to enhance readiness.

The DoD concurred in the difficulty of tracking such initiatives and informed GAO in their response that the Office of the Secretary of Defense was developing an initiative that might improve the Department's ability to identify aggregate military and civilian manpower trends,

including trends in military/civilian substitution. As part of this initiative, the OSD directed the Defense Manpower Data Center (DMDC) to obtain billet level authorizations data from the Military Services. This process matured into the requirement for the billet level detail file mandated by DODI 7730.64 (Automated Extracts of Military and Civilian Manpower Records).

One feature of TAADS that has been used in support of management is the Remarks Code data element. Through the use of this code, various initiatives can be tracked, such as mandated Congressional floors, ceilings, or reductions; Departmental directed realignments; MACOM allocation decisions; or installation management controls.

A recent example of the use of TAADS as a tracking mechanism for manpower decisions is in the implementation of Defense Management Report Decision (DMRD) 906 - Reduce Cost of Civilian Personnel Administration. DMRD 906 reduced Civilian Personnel Offices (CPO) and Equal Employment Opportunity Offices (EEO) by 494 spaces in FY90, 552 in FY91, and 616 in FY92 thru FY95. This reduction was initially passed to the field without a requirement that it be taken specifically within the CPO/EEO function. This was consistent with the Army's normal practice of preserving the commander's flexibility where at all possible.

Subsequent guidance made it clear that DMRDs must be handled differently than normal resource changes. Thus, it

became policy that the DMRD 906 reduction had to be applied to the CPO/EEO function rather than other functional areas. Since the DMRD decisions were going to be audited by the Army Audit Agency, and could be subject to the same type of scrutiny by the General Accounting Office, HQDA strongly recommended to the affected commands that they carefully track the DMRD 906 reductions. In this light, the Deputy Chief of Staff for Personnel tasked the US Army Force Integration Support Agency (USAFISA) to track the reductions in TAADS and provide detail reports. In order to accomplish this task, USAFISA established Standard Personnel Remark Code "BB" - CPO/EEO Civilian Reduction. Directions were passed to the field in March, 1991, to begin using this code for the then current MOC (Management of Change) window for FY92. This remark code was to be applied to the paragraph and line where the reductions had been applied.

Another recent example of the use of TAADS as an audit vehicle is the implementation of decisions resulting from the Army initiated VANGUARD Task Force recommendations. These recommendations became Defense Management Report Decisions (DMRD). As part of this review, we reviewed the briefing slides used by Army staff proponents in briefing their implementation plans to the HQDA Program Budget Committee during March 1991. The following examples are provided:

DMRD 945C - Consolidation of the Directorate of Reserve Components into the Directorate of Plans, Training and Security. Tracking of this initiative involves the review of TAADS.

DMRD 945D/999 - Restructure the Confinement System (945D) and Consolidation of Correctional Facilities (999). Tracking of the personnel savings resulting from these initiatives involves the review of TDA documentation for the US Army Correctional Barracks at Fort Riley, Kansas.

DMRD 945I - Centralize TAADS (The Army Authorization Documentation System), Manpower Standards (MS-3) and Manpower Surveys - Tracking of the personnel savings and transfers resulting from this initiative is planned through the use of a standard remarks code in TAADS.

DMRD 945K - Army Audit Agency Reorganization. Tracking of the personnel savings resulting from this initiative will be accomplished by comparing the revised TDAs of the affected organizations with the old TDAs.

DMRD 924 - Consolidate ADP Operations and Design Centers in DoD. Manning documents will be annotated to reflect increases and decreases in personnel in tracking this initiative.

DMRD 945U - Software Engineering. TAADS is planned as the tracking mechanism for the personnel changes resulting from this initiative.

In addition to the direct references cited above to track in TAADS, several other DMRD proponents stated that tracking would occur in the Command Plans of the affected commands. These were DMRD 945A - Consolidate Reenlistment Offices; DMRD 945M - Consolidate Equal Employment Opportunity; and DMRD 945N - Consolidate Installation Budgeting Functions. These have a strong potential for also being tracked in TAADS during the AUTS process.

It should also be noted that many of the proponents for DMRD initiatives either did not address tracking initiatives or stated that the details would be worked out at a later date. Thus, the ones listed are thought by the researchers to be a conservative number.

While acknowledging the need to show implementation of DMRD decisions, recent correspondence from a couple of major commands has indicated that they do not like the idea of DMRD decisions being tracked at the Departmental level through TAADS, especially when they include fences. Common reasons cited are the fluid nature of initiatives and the tying of commander's freedom to accomplish the mission in the most efficient and effective manner. As an alternative to TAADS, one command has recommended that such initiatives be tracked in Schedule 8 and Command Plan submissions.

Our survey instrument asked respondents if their organization would be able to maintain detailed audit trails on civilian manpower resource decisions and provide detail

information to the next higher level in the chain of command or external audit agencies if such details are not maintained in TAADS. We are concerned about the low level of confidence that the HQDA respondents showed. The results of this question are displayed in Table 8-1.

LEVEL OF AGREEMENT - MAINTENANCE OF AUDIT TRAILS

INSTL	SUBCMD	MACOM	HQDA FOA	HQDA
64.9	62.0	51.4	50.4	46.7

Table 8-1

Clearly, there is a need for a system to collect data on resource decisions that will satisfy the information needs of the Congress, the General Accounting Office, the Department of Defense, the various Inspector General organizations, the Army Audit Agency, and, last but not least, the HQDA staff needs.

STANDARDIZATION INITIATIVES AND TAADS

Standardization of Army installations has made some dramatic changes over the past two decades. Among the most significant changes have been the evolution of the Army's policies addressing organizational design, and the introduction of the concepts of modernizing and centralizing the design and development of organizational documents.

In 1970, AR 5-3 (Doctrine and Philosophy for Management of Class I Installations) was a two and one-half page regulation that set forth the basic principles and policies for the management of installations. One policy established by this regulation was that, to the extent feasible, organizational structures providing installation support would be standardized down to and including the principal staff level. However, the regulation provided no guidance as to how the installation was to be organized. A little more prescriptive guidance was provided in the then-current AR 10-10 (Class I Installation Organization), which stated that installation commanders would organize their headquarters as a directorate-type staff.

A 1977 revision to AR 5-3, now entitled Installation Management and Organization, combined the former AR 5-3 and AR 10-10. The revised regulation reaffirmed the policy that installation support management organizations would be established as a directorate-type headquarters. HQDA

guidance was that within major Army commands, installation management structure would be standardized by type installation. Exceptions to the standard MACOM type organization could be granted by the MACOM commander. There was no HQDA requirement for directorates to be standardized by size or for specific subordinate elements of directorates to be designated as "division", "branch", or "office". Instead, the policy was that the size of internal elements would be determined locally by workload analysis and allocation of available resources.

The current version of AR 5-3, reissued in 1986, grew to 53 pages in the new UPDATE format. This version of the regulation is more prescriptive, requiring Army installations to be organized in accordance with its guidance. Intended to serve as a maximum structural template, the regulation codifies directorate level organizations into their sub-component levels and provides descriptive narratives of the most common functions envisioned to be accomplished by the organizational elements. However, a commander's assessment of the local mission, workload, and other factors, could result in the justification of less structure or alternative arrangements. Requests for exceptions to the provisions of the regulation must be provided to HQDA for approval and must describe the proposed alternatives in terms of improved post-mobilization capability, economies, or required operational improvements

that would be realized if the request for exception was approved. While the regulation prescribes a detailed organizational structure, HQDA has not actively pursued compliance checks.

A draft revision to AR 5-3, currently undergoing staff review, prescribes organizational structure down to the directorate level. However, below the directorate level, commanders are given more latitude than in the current directive by being permitted to structure their organizations and use their resources in the most efficient, effective manner. Listings of suggested division/branch/ section titles within each functional area provide common, easily recognized terminology, and are not intended to mandate a specific structure.

In the area of documenting organizational structures, the early 1980's found the Army in the midst of the most massive and turbulent period of modernization and reorganization since mobilization for World War II. In an effort to gain control of the modernization process, the Vice Chief Staff of the Army formed a steering committee in 1983 to study the documentation process. The Documentation Modernization (DOCMOD) Study Group's charter was to standardize, stabilize, and modernize the documentation system.

One DOCMOD initiative was to improve the control and standardization of the TDA Army in order to enhance the

efficient use of resources. The intent was for HQDA to develop guidance and procedures for standardizing the development of the TDA Army. In the DOCMOD sense, standardization was defined as the process of designing and applying organizational structure for like-type units to facilitate comparative analysis and management operations of Army support activities. This initiative had the potential of impacting over 550,000 military and civilian spaces in the TDA Army.

A decision matrix was used to determine if the TDA could first be converted to an MTOE. If not, then the TDA was reviewed to determine if it could be standardized horizontally (across MACOM) for similar missions/ organizations. One function identified as a suitable candidate for horizontal standardization was base operations support (BASOPS). Failing this test, the TDA was then reviewed to determine if it could be standardized vertically (within MACOM). The MACOMs were asked to undertake initiatives for this standardization. Candidates were TRADOC service schools, training centers, and reception stations; FORSCOM CONUSAs; AMC ammunition plants, arsenals and depots; HSC medical centers; and similar functional organizations.

Where a form of conversion or standardization could not be developed, Army-wide guidance and control procedures were to be developed and applied to the structuring of the

remaining TDAs. This guidance was to be consistent with the priorities and resourcing decisions of the Army, and were to include enhanced manpower and equipment control procedures, application of the Army Functional Dictionary (AFD) Codes and Standard Work Center Codes (SWCC) and their incorporation into the Army Management Structure Code (AMSCO), and application of Manpower Staffing Standards (MS3).

A related DOCMOD initiative being developed at the time included a plan to arrange all Army functions into a standardized paragraph numbering system. The current procedure for developing a TDA was to start with paragraph 001 for the first work center (grouping of functions) and continue sequentially until all work centers had been documented. The result was a hodgepodge of functions documented in an automated system that could not be sorted by function or category. To correct this problem, an effort was undertaken to standardize paragraph numbers in conjunction with standardizing the organizational structure. Consideration was also given to documenting those "other" work force requirements that were not, at that time, recorded in TAADS (i.e., contract personnel, borrowed military manpower, non-appropriated fund personnel, and personnel of other services). More information on "other" manpower may be found in chapter 12.

Another DOCMOD initiative was to develop a plan for fully incorporating TDA requirements into the Total Army Analysis (TAA) process. The plan was to link TDA requirements to support the MTOE Army and capitalize on current efforts to standardize selected TDA units. The goal for full implementation was TAA 89-93. During TAA 99, TDA issues will be assigned to one of the eight functional panels based on the SWCC.

Some successes have been achieved in attempting to implement the foregoing organizational design and documentation initiatives. Installations are, for the most part, organized in the fashion of the template provided by AR 5-3 (although the revision currently in staffing would permit more freedom to structure below the directorate level). Further, MACOMs and Independent Reporting Activities have been fairly successful in converting some TDAs to MTOEs, as well as accomplishing some vertical standardization within their commands. However, less success has been achieved in horizontal standardization across MACOMs. The same is true for standardizing TDA paragraphs, which has been more successful within MACOMs than it has been across MACOMs. And, finally, TDAs and the civilian component are being included in the TAA process.

A logical follow-on to these initiatives has been the concept of centralized documentation (CENDOC), which can be tracked back to the initial DOCMOD initiatives. Under a

CENDOC system, all MTOEs and TDAs would be developed at HQDA for the TAADS proponents based on the latest HQDA force structure, manpower, and equipment guidance. Proponents would be given the opportunity to review the documents for executability and propose adjustments in their command plans. Initial implementation efforts were directed at developing MTOE for the 1st Cavalry Division, 2d Armored Division, and 8th Infantry Division and some TDAs for selected MACOMs. Currently, USAFISA supports USARSO, USAR units in USAREUR and USARPAC, U.S. Army Special Operations Command (USASOC), Joint and Defense Activities, the Army Staff, and Secretary of the Army and their FOAs.

Under the Project VANGUARD approved recommendation, the Army would build MTOE and TDA authorization documents from a central location (USAFISA) and would provide these documents to MACOM for review and execution. All documents would be reviewed for supportability, affordability and compliance with guidance prior to implementation. The CENDOC concept would provide support to the force development and integration process through dissemination of timely, coordinated and consolidated guidance in the form of TAADS documents reflecting resource program guidance. Unstated in the concept, but assumed by many, is the eventual standardization of TDAs much like currently exists for TOE/MTOE. Accomplishing the Army-wide documentation mission, with reduced resources, will require new

efficiencies. Standardized templates for TDAs, as well as standardized paragraphing, is just one of the ways these efficiencies can be met. Another way to create efficiencies is to reduce the amount of detail, either by eliminating some data elements or aggregating the data.

MOBILIZATION TDA

Mobilization TDA (MOBTDA) have an important role in the mobilization planning process since they are the only predicative document available to display the transitioning sustaining base structure. As a key data component in the MOBTAADS process, MOBTDA are used as source documents in execution of other automated mobilization planning systems, chief among which are the Wartime Mobilization Manpower Planning System (WARMAPS) and the Mobilization Manpower Planning System (MOBMAN).

MOBTDA planning guidance is provided to CONUS-based TDA proponents using the Mobilization Base Requirements Planning System (MOBREPS), which is operated and maintained by USAFISA. Designed as an integrated data base for modeling time-phased resource requirements, MOBREPS contains data on the workloads and assets that the Army has planned to place on the CONUS sustaining base during mobilization.

By definition, MOBTDAs are requirements documents (as opposed to their peacetime TDA counterparts, which are authorizations documents). When implemented, MOBTDA personnel staffing requirements become the basis for requisitioning military manpower and the hiring objective for civilian manpower. Although mobilization planners must consider the incremental time-phased and event-driven workloads placed on their organization during a mobilization

build-up, the resultant MOBTDA document is limited by design to recording the manpower staffing requirements for only one emergency phase -- Full Mobilization. During the development in the early 1980's of the Vertical FDMIS concept (which was later abandoned), HQDA attempted to correct this limitation by including additional requirements columns in MOBTDAs, one for each level of mobilization. An alternative solution, to develop one MOBTDA document for each level of mobilization, was also dismissed as cost-prohibitive. Therefore, the current MOBTDA design under TAADS and its replacement, TAADS-R, still limit the document developer to recording only one resource requirement level.

Failing a change to the design of MOBTDAs, and in response to the findings of the 1986 DAIG Special Inspection of Total Army Mobilization, ODCSOPS published messages in 1987 and 1989 attempting to clarify and amplify the MOBTDA implementation policies in AR 310-49. A reinspection by DAIG in 1989 was again critical of the existing implementation policy, which resulted in a draft change to Volume III (Army Mobilization and Deployment Planning Guidance) of the Army Mobilization and Operations Planning System (AMOPS). It was this revised guidance (implementation of MOBTDA on a case-by-case basis with approval by ODCSOPS) which was applied after announcement of the Partial Mobilization in early 1991.

Our survey instrument asked respondents if they would be able to accomplish their mobilization planning mission without the current level of detail in TAADS. There was a higher level of agreement that the mission could be accomplished with less detail at the installation level than there was at the HQDA level. This is congruent with the data that indicates that the installation level would be prone to maintaining detail data locally on civilians even though it was not required by HQDA. The results of the responses are displayed at Table 10-1.

LEVEL OF AGREEMENT - MOBILIZATION PLANNING MISSION

INSTL	SUBCMD	MACOM	HQDA FOA	HQDA
61.7	54.0	51.4	52.3	47.7

TABLE 10-1

Responses to specific questions posed to several HQDA staff elements responsible for mobilization planning and execution indicate that MOBTDAs, as currently constructed, contain sufficient (rather than excessive) manpower detail for planning purposes, that MOBTDAs are used as a primary reference source for mobilization resource planning, and that they do not unnecessarily duplicate the products of other HQDA planning systems. However, Operation DESERT STORM, with its implementation of a Presidential Call-up followed by a Partial Mobilization, demonstrated the need to

explore again the development of incremental MOBTDAs which, as mentioned previously, was attempted unsuccessfully during the development of the VFDMIS concept.

MANAGING CIVILIANS TO BUDGET

Managing Civilians to Budget (MCB) is an initiative of the DA Civilian Personnel Modernization Project (CPMP). It emerged as a recommendation as the result of a 1986 DAIG inspection of the Army's civilian personnel management system. Although the emphasis of the inspection was on streamlining Army's civilian personnel processes to make the system more responsive to commanders, supervisors, and employees, the DAIG recommendation stated, "Give installation commanders and managers greater flexibility to determine salaries of their workforce and hold them accountable." This recommendation was consistent with two basic premises of the CPMP project: place greater civilian personnel management decision making authority, responsibility and accountability with commanders and line managers; and they will act responsibly if given such trust. Thus, the MCB concept evolved.

MCB was initially approved on a test basis by the Chief of Staff, Army (CSA) and the Assistant Secretary of the Army (Manpower and Reserve Affairs). The test began 1 October 1987 (FY88) at 15 Army activities, and was expanded in FY90 to 46 additional locations, including all TRADOC installations. In a 15 October 1990 DAPE-CPM Memorandum, MCB was implemented Army-wide in FY91 at all CONUS locations. OCONUS implementation will follow in FY92.

Conceptually, MCB is defined as the delegation of authority, responsibility, and accountability for position classification, and execution of the approved Army budget for civilian personnel resources, to the lowest practical level of management. It links position classification and budget execution and delegates these two functions to line managers to achieve more effective management of people.

Supervisors are provided maximum flexibility to classify positions consistent with Office of Personnel Management (OPM) classification standards. This affords management the opportunity to control the grades and salary structure of their organizations. Similarly, supervisors are delegated authority to execute assigned functions within a funded Civilian Pay Plan (CPP). Civilian personnel costs (including base salary, benefits, overtime, awards, and premium pay) are managed via the CPP. These flexibilities meet the objectives of MCB by permitting managers to be held accountable for the cost of their personnel decisions.

Since the MCB concept is based on the philosophy that managers are only limited by their Civilian Pay Plan and OPM classification standards, conventional controls will not be imposed upon activities by HQDA or their major command/major subordinate command (MACOM/MSC) headquarters. These include such impediments as civilian manpower ceilings, mandated supervisory ratios, numbers and percentage of high grade positions, and average grade ceilings. Of course, statutory

controls or Congressionally-imposed overseas workyear ceilings are not superceded by MCB implementation.

The role of manpower policy in an MCB environment is to maximize the flexibility of commanders and managers while preserving a disciplined, requirements-based manpower system which serves the needs of both the civilian and military personnel management communities. Toward this end and consistent with MCB objectives, the manpower documentation process takes on a slightly different role. Tables of Distribution and Allowances (TDA), a product of The Army Authorization Documents System (TAADS), are used by MCB managers as a planning document for making personnel resourcing decisions. The authorization column of the TDA is used as a planning *baseline*, i.e., a funded level of support, for execution but does not constitute an upper limit on total hiring, or a mandate on distribution of hiring by work center or function. The requirements column of the TDA generally serves as an upper limit on total hiring. Documentation of both manpower requirements and authorizations at the billet level of detail (i.e., paragraph and line) is required to be updated during each Management of Change (MOC) window to reflect the position and grade structure of the civilian staff as the organization evolves.

Although in its infancy, MCB provides a good opportunity to test the policies and procedures of our

current documentation system and practices. In order to see how current documentation policy relates to the requirements of MCB managers, we went to numerous functional sources for their assessments. We queried the primary proponent for MCB, the Civilian Personnel Modernization Office, a Division of the Civilian Personnel Directorate, ODCSPER, to assess the impact of the requirement to document at billet level to see if it was consistent with or counterproductive to MCB's emphasis on greater management flexibility. In addition to this assessment, Questions 25 and 26 of our 8 April 1991 Survey Instrument asked respondents to identify the specific detail data elements needed by MCB managers at all organizational echelons to manage their workcenters. Our analysis and conclusions are based on information provided primarily by these sources, and secondarily, on comments and observations made by MCB managers and analysts since the program's implementation.

Army's documentation process is structured in such a way that approved authorization documents (Tables of Distribution and Allowances (TDA)) do not usually portray an accurate picture of the current organization on a "real time" basis. Changes to TAADS are made semi-annually during the Management of Change (MOC) windows which occur in January through March and July through September of each year. Certain documentation changes require HQDA prior approval before incorporation in TAADS, such as change of

grade, establishment, or elimination of chaplain positions, change of strength, additional skill identifier, or language identification code of foreign area officer positions, or change of strength or grade of Army Medical Department commissioned officer positions. Chapter 9 of AR 570-4, Manpower Management, prescribes the documentation changes that require prior HQDA approval.

Because of the time lags associated with complying with these procedures, managers require an "operational TDA" in order to effectively manage day-to-day the manpower and personnel resources in their workcenters. Most of the basic TAADS data elements are useful to MCB managers; however, the real manpower management of an organization under MCB is based on its current structure, aggregate manpower requirements, available dollars, the job to be done, and an assessment of the organization's future. MCB managers need data (beyond what TAADS can provide) about their employees, such as position title, series, grade, salary, awards, etc.) as well as data about the future projections for the workload of the organization. Obviously, these elements are not all captured in TAADS.

One hundred three of the 156 respondents who replied to our survey indicated that for MCB purposes, they maintain detail data on civilians beyond what is available in TAADS. Aside from basic employee identification data, such as name, SSAN, and salary, MCB activities maintain a diversity of

other data. Respondents identified a total of 97 different elements that their activities maintain on civilians. These run the gamut from identification of gender to the amount an employee contributes to FICA. These elements are identified at Table 11-1, page 11-7. Further, thirty-three activities responded that they had developed software programs to provide commanders and managers with the variety of data on their workforce needed to assist them in their MCB responsibilities.

One of Army Materiel Command's depots responded to our survey that they have developed their own PC-based MCB software package to meet their internal operating needs under MCB. The system allows the Depot to review and audit projected payroll costs for the coming year. It contains data elements such as General Schedule, wage grade, and engineer pay rates; average regular and overtime hours worked; FERS and CSRS retirement rates; and cash awards given. The system can produce reports at Depot, Directorate, Division, Branch or cost center level of detail. Another AMC depot has developed their own unique database for formulation and execution of the Civilian Pay Plan (CPP), a requirement under MCB. Reports generated from this system, which contain specific cost information on each employee, are provided to MCB managers to be used as a monitoring and control tool.

SURVEY QUESTION 25
DATA ELEMENTS MAINTAINED BY ACTIVITIES

Name	Part-time	Race
SSAN	Annual leave balance	RIF Auth number
Salary	Sick leave balance	% of benefit
Performance data	Schools attended	AMS*
Promotion date	Skill codes	Overtime
Tenure	Birth month	Retirement plan
Gender	Job number	Address
Work month	FLSA	Phone
Series*	Position security	Overseas costs
Grade*	Hazard duty pay	Return rights
Step	Supv category	Leave category
PATCO	Career program*	DOB
Fringe benefits	Position status	Funding source
Workyears	Competitive level	NAF
Reemployed annuitant	COLA increase/ decrease	Investigation data
Premium pay	Awards	SF52 number
Special pay scale	Workcenter code*	TDA/PCS costs
Rating scheme	CS credit deposit	Full-time
Educational level	CSR contribution	Intern
Veterans status	FICA contribution	Hire Lag
Handicap	MOS*	LWOP
Job title	Desk audits	Rating
Pay Plan	Target grade	Terminal leave
Workload data	Co-op	Duties
Office symbol	Appointment	Affordabilty
EOD	Tour of duty	Standards
Transfer date	Shift differential	Within grade
Performance rp dates	Reimbursable	Special duty
Home phone	SCD	
Work area	Cost center code	
Security clearance	BUS	
Language proficiency	C-type*	
MDEP*	Room number	
Overhire	Mid-point review	
Summer hire	Award amount	
Strength estimate	Consultants	
Monthly projected workyear	Account processing code	

*Maintained in TAADS

TABLE 11-1

Major Commands (MACOMs) reported that they also have developed their own systems (in addition to TAADS) to assist their subordinate activities as well as managers in their own workcenters in MCB management. The U.S. Army Corps of Engineers Operating Budget Resource Analysis (COBRA) is an automated, personal computer based software package designed to assist any Corps organization to prepare a fiscal year operating budget. It is intended for use by any Corps manager who has an interest in preparing, maintaining, and managing an annual fiscal year budget. U.S. Army Europe has developed a management information system that performs a wide range of manpower management functions to include utilization and documentation, and even includes a Performance Measures Management System for collection, reporting and presentation of performance factors.

What are the sources of this data, outside of TAADS? There are other Army-wide automated systems in the financial management and personnel management arenas whose systems contain cost and position data that are useful to MCB managers.

The Army Civilian Personnel System (ACPERS), which replaced the Standard Civilian Personnel Management Information System (SCIPMIS), can provide current details virtually on a real-time basis. It is a position driven system in that it contains over 1600 data elements which provide information on incumbents of appropriated fund

positions, e.g., type of appointment, RIF status, salary, etc. It is the authoritative source of on-board civilian strength reports. Managers can get the data they need by requesting it from the local Civilian Personnel Office.

STARCIPS (Standard Army Civilian Payroll System) and STANFINS (Standard Financial System) are both financial management systems that can provide useful detailed information on manpower and payroll costs. STANFINS serves as Army's primary formal record of account at the installation for installation-level appropriation accounting. STARCIPS provides actual civilian payroll and leave data on each employee.

According to the survey findings, management information maintained in MCB workcenters is a composite of data from three different systems--TAADS, ACPERS, and STARCIPS. Management information needs in an MCB environment far exceed the billet level of detail provided by TAADS. The implementation of MCB has created the need for managers to have access to manpower, personnel and financial management data in much greater detail than ever before. In turn, this requirement has caused activities to create their own databases based on the workcenter's particular needs. In the absence of an automation architecture for MCB, there is a proliferation of individual software programs which are command or installation unique rather than standard for all of Army.

Aside from the findings discussed in the preceding paragraphs, there is one other survey finding that has a direct bearing on MCB. When asked in the survey to rate the importance of each TAADS data element on the TDA, respondents at all organizational levels placed the most value on the "authorization" data element. Although the MCB implementing guidance clearly defines authorizations as a planning baseline in an MCB environment, the survey findings revealed that managers have not yet adapted to this concept. This finding was discussed in greater detail in chapter 5.

DOCUMENTATION OF OTHER MANPOWER

Not all functions of a TDA documented organization are performed by personnel authorized by the TDA. Utilization of "other" personnel is sometimes necessary to accomplish the assigned mission. Since other manpower contributes to the productivity of an organization, they must be considered in staffing and in determining minimum essential manpower requirements. Other manpower is documented in Section I of the TDA.

How we define other manpower and how it is documented under the existing guidance is discussed in the following paragraphs. Regulatory definitions (and their sources) of other manpower are as follows:

- AR 570-4, Manpower Management defines other manpower (personnel) as "persons assigned or attached to other units, Services and activities, and contract equivalents, contributing to the performance of the mission and functions of a TDA activity."

- DA Pamphlet 570-4, Manpower Procedures Handbook, defines other manpower as "manpower authorized for use but not included in the allocation established by a manpower voucher for the activity."

- AR 570-5, Manpower Staffing Standards System, defines other manpower (borrowed time) as "time provided by

personnel outside the work center that is used to accomplish productive time within the work center."

Other personnel is subdivided further into Category I, which is applied to requirements subject to allocation; and Category II, which is applied to requirements not subject to allocation. Examples of both Category I and II include --

-- military casuals (personnel awaiting transfer, assignment, or discharge.

-- military prisoners from Army confinement facilities.

-- military trainees and students at Service schools and training centers.

-- Borrowed military manpower from local MTOE units.

-- non-appropriated fund personnel.

-- military or civilian personnel from other TDA units.

-- military or civilian personnel assigned to another MACOM.

-- contract personnel (Category II only).

-- personnel from other Services or Government agencies based upon approved inter/intraservice support agreements (Category II only).

-- Active Guard and Reserve Personnel.

Other manpower is currently documented in Section I of the TDA. AR 310-49-1, The Army Authorization Documents System (TAADS) Documentation Procedures and Processing, prescribes the content of Section I of the TDA. The mission, organization, capabilities and other general

information pertinent to the activity are captured in this Section.

However, Section I is not currently automated or standardized nor does it contain sufficient detail on other manpower to permit adequate reviews and evaluation of total manpower requirements. Qualitative and quantitative data on requirements and authorizations are documented in Section II of the TDA. Generally, Section II includes only those manpower requirements subject to Program Budget Guidance (PBG) allocation.

In the manpower survey process, other manpower is accounted for on Schedule T - Identification of Other Manpower, DA Form 140-3. Schedule T captures manpower utilization at the time the organization is being surveyed. AR 570-4 requires every TDA unit in the Army to undergo a survey every two to five years.

The Manpower Staffing Standards System (MS3) requires that workload performed by other manpower be measured during the standards development process, included in the work center description, and subtracted during application to arrive at the TDA standards based requirements. Section II of DA Form 5279-R, Manpower Standard and Table, identifies requirements by military and civilian position title, grade and MOS; this table does not include other manpower.

In spite of the current guidance, activities still have a problem with consistent and accurate identification, reporting and documentation of other manpower.

In a September 1990 report on the audit of Contracted Advisory and Assistance Services Contracts (CAAS), the DOD Inspector General (DODIG) recommended that DOD components identify their total manpower requirements, including full-time equivalent personnel that are needed on contracts for advisory and assistance services.

We have identified two emerging initiatives that will affect how we define and document other manpower. The first has already been discussed in the chapter of this report on the Manpower Estimate Report. The MER requires the reporting of contractor manpower for both the new system and the system that is being replaced. As previously stated, DAMO-FDR believes that the Army should consider establishing a policy requiring the annual reporting of all support contracts.

The second emerging initiative is the increased emphasis on burden sharing of foreign national employee payroll costs by host nations. For purposes of accountability, it is a requirement to document these employees on the TDA. However, as host nations assume a greater share of the labor costs, these personnel become "free labor" to the U.S. The issue of accountability of

foreign national employees is currently under study by Department of the Army and the other services.

The U.S. Army Force Integration Support Agency is submitting a request to obtain funding for a "Tables of Distribution and Allowances (TDA) Shadow Work Force" study through the FY92 Army Studies Program. The study objective is to develop consistent policy, procedures and methodology and an integrated database to manage other manpower. Recommend that the follow-on contract effort to this study look at this issue more closely.

EQUIPMENT DOCUMENTATION

The minimum essential equipment required to accomplish the unit's mission is normally authorized after an analysis is conducted to determine the item that provides the greatest benefit at the lowest cost. MTOEs and TDAs are documents that authorize mission essential equipment required by the unit. TDA Section III, Equipment, with few exceptions contains HQDA controlled equipment that requires HQDA approval prior to inclusion in the TDA. TDA Section III, Supplement, is an option available to the MACOM to document non-controlled equipment. Equipment data from TAADS is imported into several different logistical data bases, to include the Logistics Structure and Composition System, the Asset Control System and the Standard Property Book System.

We were informed by the HQDA proponent that HQDA equipment managers do not require the paragraph and line number of a TDA/MTOE document to adequately manage equipment from the Departmental level. The level of detail required by the HQDA equipment managers is at the unit identification code/Department of Defense activity address code (property book) level.

In some instances, equipment documented in the TDA is specific to the duties of the individuals documented in Section II of the TDA, such as specific tool sets for a

position requiring a specified skill. In these cases, sufficient detail data on the position must be available to equipment managers in order to correctly determine equipment requirements.

In our survey instrument, we asked two questions specific to equipment management. In the first, we asked the respondents if their organization would be able to maintain detailed audit trails on equipment resource decisions and provide detail information to the next higher level in the chain of command or external audit agencies if detailed data in Section II were not maintained. The results of the responses to this question are displayed at Table 13-1.

LEVEL OF AGREEMENT - EQUIPMENT AUDIT TRAILS

INSTL	SUBCMD	MACOM	HQDA FOA	HQDA
61.7	64.0	45.7	58.4	56.7

Table 13-1

In the second question relating to equipment management, we asked if the organization would be able to accomplish its equipment management mission without the current level of detail in TAADS. The responses to this questions are provided in Table 13-2.

LEVEL OF AGREEMENT - EQUIPMENT MANAGEMENT MISSION

INSTL	SUBCMD	MACOM	HQDA FOA	HQDA
58.9	68.0	45.7	57.6	62.7

Table 13-2

The major command respondents showed the least agreement when responding to both of these questions.

FINDINGS AND RECOMMENDATIONS

This report constitutes completion of the first phase of the Assistant Secretary of the Army (Manpower and Reserve Affairs) three-phase project to review current Army policy on billet level documentation in the Army manpower management system. It provides the results of the Office of the Deputy Chief of Staff for Personnel's (ODCSPER) in-depth analysis of the basic concerns and issues associated with the use of billet level detail in the Army Authorization Documents System (TAADS), with particular emphasis on billet level documentation of civilians in Tables of Distribution and Allowances (TDAs).

We approached the review from several different directions. These included a basic review of all pertinent literature; a survey document that requested input from the Secretariat, the Army Staff, HQDA field operating agencies, major commands, major subordinate commands, and installations; and specific taskings to selected HQDA staff and field operating agencies. While on-site interviews would have been the preferred methodology, sufficient resources were not available to conduct them.

In general, there has been an increased tendency during the past few years for DOD to take a greater interest in the Services' application of directed manpower reductions, requiring the Services to maintain detailed audit trails.

Many of the reductions are so specific that detailed data is needed in order to track them. In some instances, the Army has asked audit agencies to participate early-on in following our implementation progress. TAADS has been one of several methods used to track implementation. There are indications that DOD and even Congressional interest in how we accomplish directed reductions will increase as the Army downsizes. Thus, we conclude that a tracking mechanism for manpower reductions will have to continue to exist, either in TAADS or some other system that has Departmental visibility. This fact should be a major consideration in the follow-on contract effort. (See page 8-5 and 8-6 for survey results regarding maintenance of audit trails.)

The specific objectives of the review are stated on pages 1-5 and 1-6; our findings and recommendations concerning each objective are presented here.

Objective: Conduct a review of the history of TAADS and the regulatory directives (Army, Office of the Secretary of Defense, and Congressional) that influence its operation.

Finding/Recommendation: A review of the history of Army's manpower and equipment documentation revealed that the fundamental objective and design of documentation have remained essentially unchanged for the past 30 years. What has changed is the amount of detail required by HQDA to be recorded in these documents. Throughout this period military positions have been required to be recorded in

detail, while the detail on civilian positions has slowly evolved from minimal data required for management and supervisory positions at major organizational echelons to nearly identically required detail for both military and civilians today in TDAs. Thus, history shows that the Army was able, at one time, to manage its civilians from the Departmental level with minimal detail data in manning documents.

Objective: Identify system users and determine their requirements for billet level of detail.

Finding/Recommendation: Comments provided by system users (respondents to the survey) as well as memoranda from our files, indicate that a frustration with TAADS exists - with its overall cumbersome process; with the complex approval process involved in making certain documentation changes to TAADS; and with the absence of a "real time" manning document, which is something that the existing TAADS does not provide. It is generally agreed that TAADS has not, until recently, kept up with the state of the art in processing management information.

Our survey revealed that to compensate for the system shortcomings, many organizations have developed their own "TAADS-like" systems compatible with personal computers to enhance their ability to make manning documents more useful in the day-to-day management of the organization. The recent introduction of TAADS-R will capitalize on the

proliferation of personal computer-based workstation applications and help to overcome some of these shortfalls.

Survey comments received implied that maintaining detail in TAADS was too labor intensive in view of diminishing resources. We also noted displeasure about the requirement to make TAADS agree with resource levels in the PBG and FAS.

Regarding the value of various data elements in TDAs for civilians, there was a general tendency for survey respondents to ascribe a higher degree of importance of the data element to their organizational level, and levels below them, than to organizational levels above them. There was also a general tendency for HQDA and HQDA field operating and staff support agencies to ascribe a higher value of the data element to the installation level than the value the installations ascribed to themselves. Across the board, the value placed on the Security Code data element was very low. The Standard Workcenter Code was another data element that was not highly rated. Of noteworthy interest, was the value placed on the Authorized Strength data element. With the exception of major command respondents, all organizational levels placed the most value on this data element. See chapter 5 for a detailed analysis of the TAADS personnel data elements.

In general, there was not great support for aggregating data. As a group, respondents from subcommands were more prone to favor aggregate data than other responding groups.

When aggregation of data was favored by a respondent, it tended to be at organizational levels above the respondent's level. Data elements where the most support for aggregating data was found were Army Management Structure Code, Required Strength, and Authorized Strength.

Based on the tendency of most organizations to maintain local data bases with civilian detail far in excess of TDA requirements and the general lack of support for aggregation of data, our findings do not support the frequent argument that eliminating detail will make TAADS less labor intensive, thereby saving resources. Our survey document was not designed to capture the reason some organizations favor the deletion of data. We suspect that some may favor the elimination of detail data in TAADS as one way of not complying with the guidance to keep the Program Budget Guidance, the Force Accounting System, and TAADS in balance. This is one area in which further study is needed. It is also an area where policy decisions have to be made on the utilization of resources allocated by HQDA.

Mobilization TDAs play an important role in the mobilization planning process since they are the only predicative documents available to display the transitioning sustaining base structure. Any changes to detail level in TDAs must take this into consideration.

Objective: Assess interface of TAADS with other Army systems.

Finding/Recommendation: We identified in excess of 50 budget exhibits that contain manpower information, such as end strength, workyears, etc. In the aggregate, there is a lack of a direct audit trail of data from TAADS into budget exhibits. The majority of the data comes from the Integrated Manpower Program (IMP) and the Civilian Manpower Obligations Resources Decision Support System (CMORE DSS). Information provided by the staff proponents of a few of these exhibits indicate that the data is received from the affected major command. We did not follow-up with the commands to determine if their source was TAADS. The follow-on contract effort may well want to consider this approach.

Fifty-three current or planned management information systems were identified that interface with TAADS. In addition, another 39 systems were identified that could possibly interface with TAADS in varying degrees at some point. While we reviewed the basic data provided, we have not conducted follow-up coordination with the other system proponents to determine what impacts, if any, the elimination or aggregation of TAADS data elements would have. A cost analysis should be performed to determine the costs other proponents would incur if changes to TAADS necessitated changing the proponent's software. We believe this should be done before any major changes are made to

documentation procedures and recommend that this be part of the follow-on contract effort.

Objective: Assess billet level detail policy on emerging initiatives, such as CENDOC and the recently implemented MCB.

Finding/Recommendation: We found a strong tendency for organizations we surveyed to maintain detail on civilians far in excess of those required in TDAs. Much of this is a result of the recent implementation of Managing Civilians to Budget (MCB). This new concept for managing civilians has caused MCB managers to maintain more detail at a much lower organizational level in order to manage their resources. Inasmuch as no Departmental level computer-oriented program has been provided to assist these managers in this new task, a proliferation of locally developed programs has emerged. Many are derived from programs already developed to overcome TAADS shortfalls. Most of these programs contain the data currently maintained in TAADS, plus a whole host of additional data elements. Some are sophisticated enough to interface with Army financial and personnel management systems, in addition to TAADS.

We are concerned that the continued proliferation of "TAADS-like" systems may eventually be dysfunctional to the Army. The potential exists that the data collected in these local systems will decrease total system effectiveness by not controlling data through uniformity and standardization

of data elements, database construction, accessibility procedures, system communication, maintenance, and control. This is especially true if the final decision is to aggregate some of the data currently in TDAs. This could adversely impact the Army's ability to rapidly and accurately respond to ad-hoc queries that require detail data not collected at the Departmental level.

We believe that a feasibility study should be undertaken to determine if a standard PC software program can be developed that will (1) capitalize on the tendency of organizations to develop local manning documents; (2) assist the MCB managers in accomplishing their tasks; and (3) allow easy import and export of data from the existing manpower, personnel and financial management data bases. We believe that such an effort can capitalize on the ADP efforts already undertaken by USAREUR, HQ AMC, and the U.S. Army Corps of Engineers. The follow-on contract effort to this review should consider this as a primary task.

We believe that a possible dichotomy exists in the philosophy of MCB and the recent Project VANGUARD recommendation regarding centralized documentation (CENDOC). As pointed out in our review, we believe that CENDOC is a logical follow-on to various standardization initiatives (page 9-6) that have preceded it. MCB is an attempt to decentralize management at the lowest organizational level, giving managers the flexibility to organize and manage their

workcenters within established dollar limits. CENDOC, however, centralizes organizational documentation at the Departmental level, which is not consistent with the MCB philosophy. It is our opinion that the only way that CENDOC can be successfully implemented, given the limited resources it will have, is to impose more standardization. We would envision a TDA template in the future, similar to what currently exists in the TOE Army. These two processes may work against each other, causing unnecessary organizational conflict.

Objective: Review other Army programs and policies that billet level detail impacts on tangentially.

Finding/Recommendation: Our research identified several reporting requirements, directed by higher authority, for which civilian manpower detail in TAADS has been the only current Army source for obtaining the data in a reasonable time period and without the use of special reports. Of particular concern is the Manpower Estimate Report (MER), which requires detail manpower data on the new system as well as the predecessor system(s). Since the MER is a Congressionally imposed requirement, it is doubtful that success in eliminating the report or making major changes to it will be easily obtained. Any decision to eliminate detail on civilians in TDAs must take the data needed for the MER into consideration.

GLOSSARY

ABBREVIATIONS

AAA	U.S. Army Audit Agency
ACPERS	Army Civilian Personnel System
ACS	Asset Control System
ADP	Automatic Data Processing
AFD	Army Functional Dictionary
AGR	Active Guard Reserve
ALA	Army Logistics Assessment
AMC	U.S. Army Materiel Command
AMHA	Army Management Headquarters Activities
AMOPS	Army Mobilization and Operation Planning System
AMSCO	Army Management Structure Code
AR	Army Regulation
ARPERCEN	U.S. Army Personnel Center
ARSTAF	Army Staff
ARNG	Army National Guard
ASA (M&RA)	Assistant Secretary of the Army (Manpower and Reserve Affairs)
ASI	Additional Skill Identifier
AUGTDA	Augmentation Tables of Distribution and Allowances
AUTS	Automatic Update Transaction System
AV	Autovon
BASOPS	Base Operations
BOIP	Basis of Issue Plan

CAC	Combined Arms Center
CENDOC	Centralized Documentation
CG	Consolidated Guidance
CIVFORS	Civilian Forecasting System
CMOD	Civilian Manpower Obligations Data
CMORE DSS	Civilian Manpower Obligations Resources Decision Support System
COA	Comptroller of the Army
COMM	Commercial
COMPO	Component
CONUS	Continental United States
CONUSA	Continental United States Army
CPO	Civilian Personnel Office
CPP	Civilian Pay Plan
CTU	Consolidated TOE Update
DA	Department of the Army
DAIG	Department of the Army Inspector General
DHFN	Direct Hire, Foreign National
DMDC	Defense Manpower Data Center
DMRD	Defense Management Report Decisions
DMRR	Defense Manpower Requirements Report
DOCMOD	Documentation Modernization
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DODM	Department of Defense Manual

DSS	Decision Support System
EEO	Equal Employment Opportunity
FAS	Force Accounting System
FDMIS	Force Development Management Information System
FOA	Field Operating Agency
FORDIMS	Force Development Integrated Management System
FORDIMS AS	Force Development Integrated Management System Authorization Subsystem
FORSCOM	U.S. Forces Command
FTE	Full-time Equivalent
FTP	Full-time Permanent
FY	Fiscal Year
FYDP	Five Year Defense Program
GAO	General Accounting Office
GS	General Schedule
HQDA	Headquarters, Department of the Army
HSC	U.S. Army Health Services Command
IMP	Integrated Manpower Program
INSTL	Installation
ISC	U.S. Army Information Systems Command
ITAADS	Installation The Army Authorization Documents System
JCS	Joint Chiefs of Staff
LIC	Language Identifier Code
LOGSACS	Logistics Structure and Composition System

MACOM	Major Command
MCB	Managing Civilians to Budget
MDEP	Management Decision Package
MER	Manpower Estimate Report
MOBMAN	Mobilization Manpower Planning System
MOBPERS	Mobilization Personnel Processing System
MOBREPS	Mobilization Base Requirements Planning System
MOBTAADS	Mobilization TAADS
MOBTDA	Mobilization Tables of Distribution and Allowances
MOC	Management of Change
MOS	Military Occupational Specialty
MPTS	Manpower, Personnel, Training and Safety
MSC	Major Subordinate Command
MS3	Manpower Staffing Standards System
MTOE	Modification Tables of Organization and Equipment
NAADS	New Army Authorization Documents System
NATO	North Atlantic Treaty Organization
OACSFOR	Office Assistant Chief of Staff for Force Development
OASD	Office Assistant Secretary of Defense
ODCSOPS	Office of the Deputy Chief of Staff for Operations and Plans
ODCSPER	Office of the Deputy Chief of Staff for Personnel
OMNIBUS	Operational Readiness Analysis
OPM	Office of Personnel Management

OSD	Office, Secretary of Defense
PBD	Program Budget Decision
PBG	Program Budget Guidance
PC	Personal Computer
PDM	Program Decision Memorandum
PERSCOM	U.S. Total Army Personnel Command
PERSACS	Personnel Structure and Composition System
POC	Point of Contact
POM	Program Objective Memorandum
PPBES	Planning, Programming, Budgeting and Execution System
PROBE	Program Optimization and Budget Evaluation System
QQPRI	Qualitative and Quantitative Personnel Requirements Information
RDA	Research, Development and Acquisition
ROTC	Reserve Officer Training Corps
SAAA	Administrative Assistant to the Secretary of the Army
SACS	Structure and Composition System
SAFM	Assistant Secretary of the Army (Financial Management)
SAMAS	Structure and Manpower Allocation System
SCIPMIS	Standard Civilian Personnel Management Information System
SIDPERS	Standard Installation/Division Personnel System
SIO	Standard Installation Organization
SPBS	Standard Property Book System

SRC	Standard Requirements Code
STANFINS	Standard Financial System
SUBCMD	Subcommand
SWCC	Standard Workcenter Code
TA	Table of Allowances
TAA	Total Army Analysis
TAADS	The Army Authorization Documents System
TAADS-R	The Army Authorization Documents System-Redesign
TAP	The Army Plan
TD	Table of Distribution
TDA	Tables of Distribution and Allowances
TOE	Tables of Organization and Equipment
TPFDL	Time-Phased Force Deployment List
TPG	Troop Program Guidance
TRADOC	U.S. Army Training and Doctrine Command
UIC	Unit Identification Code
USAFISA	U.S. Army Force Integration Support Agency
USACAMA	U.S. Army Commercial Activities Management Agency
USAR	U.S. Army Reserve
USAREUR	U.S. Army Europe
USARPAC	U.S. Army Pacific
USARSO	U.S. Army South
USASOC	U.S. Army Special Operations Command
USDH	United States Direct Hire

VFAS	Vertical Force Accounting System
VTAADS	Vertical The Army Authorization Documents System
WARMAPS	Wartime Manpower Planning System

GLOSSARY

TERMS

a. The Army Authorization Documents System (TAADS). An automated system that supports the development and documentation of organizational structures, and the requirements for and authorizations of personnel and equipment needed to accomplish the assigned missions of Army units.

b. Modification Table of Organization and Equipment (MTOE). A modified version of a TOE that prescribes the unit organization, personnel, and equipment needed to perform an assigned mission in a specific geographical or operational environment.

c. Table of Distribution and Allowances (TDA). A type of TAADS document tailored to perform a specific support mission for which a TOE does not exist. A TDA may contain civilian positions, whereas an MTOE may not.

d. Augmentation TDA (AUGTDA). A type of TAADS document which prescribes the added mission, organizational structure, personnel, and equipment needed to support an added non-TOE mission assigned to an MTOE unit. An AUGTDA may include civilian personnel.

e. Mobilization TDA (MOBTDA). A type of TAADS document which prescribes the mobilization mission, organizational structure, personnel, and equipment needed to support planned mobilization requirements.

f. Structure and Composition System (SACS). The SACS is a network of computer programs which combine data from several management information systems and data bases to provide personnel and equipment requirements and authorizations needed for a specific force structure. SACS output is developed and finalized semi-annually and is not subsequently updated. A new computation based on revised data (BOIP/TAADS/TOE) and force structure information from FAS is completed for each cycle. Personnel requirements data are produced by the Personnel SACS (PERSACS), and equipment requirements data are produced by the Logistics SACS (LOGSACS).

g. Basis of Issue Plan (BOIP). The BOIP indicates the quantity of new or modified equipment planned for each type organization together with the attendant planned changes to personnel and supporting equipment.

h. Concept Plans. A detailed proposal by a document proponent to structure new units or reorganize existing units.

i. Consolidated Table of Organization and Equipment Update (CTU): Semi-annual files produced by TRADOC which contain updates to the TOE, BOIP, and TAADS system files.

j. Force Accounting System (FAS). An automated management information system designed to facilitate the recording, maintenance, and retrieval of data necessary for force structuring, force planning, and accounting of all parent units and selected sub-units of the active Army, Reserve, and unmanned components. The Army Master Force (M-Force) resides and is maintained in the FAS and is the force which drives authorization documentation in TAADS. FAS will be subsumed by the Structure and Manpower Allocation System (SAMAS), currently under development.

k. Table of Organization and Equipment (TOE). TOEs prescribe the normal mission, organizational structure, and personnel and equipment requirements for "type" military units. They are the doctrinal models used as the basis for developing MTOE.

l. Troop List. A compilation of individually listed units which, taken together, represent a specific force (e.g., the Master Force); or, the list of units assigned to a MACOM.

m. Billet. A programmed manpower structure space that defines by grade and occupation a job to be performed that is associated with a specific unit or organization. (Definition by OSD.)

n. Budget Estimate Submission (BES). A component of the Army's budget formulation process, the BES is based on the approved Program Objective Memorandum (POM) as modified by the Program Decision Memorandum (PDM). The BES covers the prior year, the current year, and the two budget years.

o. Planning, Programming, Budgeting, and Execution System (PPBES). The primary resource management system and a major management decision process of the Army. The PPBES is used to determine total obligation authority and manpower for the Army program, request resources from Congress, allocate resources to specific purposes, and monitor the application of approved resources. The Army PPBES interfaces with the DOD Planning, Programming, Budgeting System (PPBS), which produces the Future Year Defense Program (FYDP) (formerly the Five Year Defense Program).

p. Total Army Analysis (TAA). The TAA specifies the force structure requirements for the Army program and provides a priority basis for adjusting military manpower force structure programming requirements within affordability constraints.

q. Personnel Management Authorization Document (PMAD). The PMAD is the approved military manpower authorization statement for use by all elements of the ODCSPER community. The PMAD is a "scrubbed" PERSACS to which is manually posted the force structure additions and deletions that have been approved but not incorporated in the latest PERSACS.

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SURVEY INSTRUMENT
DOCUMENTATION OF BILLET LEVEL DETAIL
THE ARMY AUTHORIZATION DOCUMENTS SYSTEM (TAADS)

Section II, Personnel, of The Army Authorization Documents System (TAADS) contains information at the billet level of detail for the military and civilian manpower displayed in the document. The purpose of this survey is to gather your organization's official position on what level of manpower detail is needed for military and civilian billets documented in Tables of Distribution and Allowances (TDA). Please complete the questions as indicated. Pay particular attention to those questions that ask for data on only one category, either military or civilian. We have hi-lited these areas for you by typing the word civilian or military in bold and underling it. A brief synopsis of each data element in TAADS is provided at page 13 of this instrument. More detailed information on each of these data elements is contained in AR 310-49 (The Army Authorization Documents System [TAADS]) and AR 310-49-1 (The Army Authorization Documents System [TAADS] Documentation Procedures and Processing).

1. Organization

2. Organization Point of Contact

3. Name _____

4. Office Symbol _____

5. Telephone Av _____ Comm _____

6. Authenticator

7. Name/Signature _____

8. Position _____

9. This matrix displays the data elements that are contained in the personnel section of a TDA. A brief synopsis of each data element is provided at page 13. Please complete the matrix for your organization for **civilian** billets. If additional space is needed to list sources of this data other than TAADS, please list them on a separate sheet of paper. Indicate the data element by the question number and its alpha character (e.g. 9f for grade).

DATA ELEMENT	DO YOU USE THIS DATA IN THE CONDUCT OF YOUR ACTIVITIES Yes or No	IF YES, FREQUENCY OF USE - Daily Monthly, Quarterly Yearly	IF USED AND SOURCE IS NOT TAADS, PLEASE IDENTIFY THE SOURCE - GIVE SPECIFIC DATA BASE, REPORT NUMBER, ETC.
a: Paragraph Number			
b: Line Number			
c: Description			
d: Standard Workcenter Code			
e: Management Decision Package			
f: Grade			
g: MOS/ Civilian Series			

9. Continued - **Civilian** Billets

DATA ELEMENT	DO YOU USE THIS DATA IN THE CONDUCT OF YOUR ACTIVITIES Yes or No	IF YES, FREQUENCY OF USE - Daily Monthly, Quarterly Yearly	IF USED AND SOURCE IS NOT TAADS, PLEASE IDENTIFY THE SOURCE - GIVE SPECIFIC DATA BASE, REPORT NUMBER, ETC.
h: ASI/LIC			
i: Branch			
j: Identity			
k: Army Management Structure Code			
l: Required Strength			
m: Authorized Strength			
n: Security Code			
o: Remarks			

10. This matrix displays the data elements that are contained in the personnel section of a TDA. A brief synopsis of each data element is provided at page 13. Please complete the matrix for your organization for **military** billets. If additional space is needed to list sources of this data other than TAADS, please list them on a separate sheet of paper. Indicate the data element by the question number and its alpha character (e.g. 10f for grade).

DATA ELEMENT	DO YOU USE THIS DATA IN THE CONDUCT OF YOUR ACTIVITIES Yes or No	IF YES, FREQUENCY OF USE - Daily Monthly, Quarterly Yearly	IF USED AND SOURCE IS NOT TAADS, PLEASE IDENTIFY THE SOURCE - GIVE SPECIFIC DATA BASE, REPORT NUMBER, ETC.
a: Paragraph Number			
b: Line Number			
c: Description			
d: Standard Workcenter Code			
e: Management Decision Package			
f: Grade			
g: MOS/ Civilian Series			

10. Continued - **Military** Billets

DATA ELEMENT	DO YOU USE THIS DATA IN THE CONDUCT OF YOUR ACTIVITIES Yes or No	IF YES, FREQUENCY OF USE - Daily Monthly, Quarterly Yearly	IF USED AND SOURCE IS NOT TAADS, PLEASE IDENTIFY THE SOURCE - GIVE SPECIFIC DATA BASE, REPORT NUMBER, ETC.
h: ASI/LIC			
i: Branch			
j: Identity			
k: Army Management Structure Code			
l: Required Strength			
m: Authorized Strength			
n: Security Code			
o: Remarks			

Please indicate how strongly you agree with the following statements by circling the appropriate number.

11. If AR 310-49 was changed to make **civilian** billet level detail optional, my organization would still want to retain the information (or part of it) in the data base for local use.

Strongly Disagree				Strongly Agree
1	2	3	4	5

12. If AR 310-49 was changed to make **military** billet level detail optional, my organization would still want to retain the information (or part of it) in the data base for local use.

Strongly Disagree				Strongly Agree
1	2	3	4	5

13. My organization can accomplish its manpower management function with aggregate, rather than detail, **civilian** data in TAADS. For example, only total numbers of **civilians** in the paragraph.

Strongly Disagree				Strongly Agree
1	2	3	4	5

14. My organization can accomplish its manpower management function with aggregate, rather than detail, **military** data in TAADS. For example, only total numbers of **military** in the paragraph.

Strongly Disagree				Strongly Agree
1	2	3	4	5

15. My organization will be able to maintain detailed audit trails on **civilian** manpower resource decisions and provide detail information to the next higher level in the chain of command or external audit agencies if such details are not maintained in TAADS.

Strongly Disagree				Strongly Agree
1	2	3	4	5

16. My organization will be able to maintain detailed audit trails on **military** manpower decisions and provide detail information to the next higher level in the chain of command or external audit agencies if such details are not maintained in TAADS.

Strongly Disagree				Strongly Agree
1	2	3	4	5

17. My organization will be able to maintain detailed audit trails on dollar resource decisions and provide detail information to the next higher level in the chain of command or external audit agencies if such details are not maintained in TAADS.

Strongly Disagree				Strongly Agree
1	2	3	4	5

18. My organization will be able to maintain detailed audit trails on equipment resource decisions and provide detail information to the next higher level in the chain of command or external audit agencies if such details are not maintained in TAADS.

Strongly Disagree				Strongly Agree
1	2	3	4	5

19. My organization currently maintains two (or more) TDAs. One for formal submission to HQDA and one (or more) that contains the "real" data for local management use.

Strongly Disagree				Strongly Agree
1	2	3	4	5

20. My organization will be able to accomplish its mobilization planning mission without the current level of billet detail in TAADS.

Strongly Disagree				Strongly Agree
1	2	3	4	5

21. My organization will be able to accomplish its equipment management mission without the current level of billet detail in TAADS.

Strongly Disagree				Strongly Agree
1	2	3	4	5

22. Listed below are the detail data elements currently in Section II, Personnel, of TDAs. Please indicate the importance of these for **civilian** manpower, from your organization's perspective, for each level of command shown. A score of 1 is of low importance and a score of 5 is of great importance. If you believe the data is not needed at the level indicated, please place a zero (0) in the appropriate place. If you believe that the command level indicated can manage with aggregated data, vice the current detailed data, please place an A with the numeric score in the appropriate place. For example, if you believe that HQDA's need for aggregate authorized strength data is great, the score would be recorded as A 5 in the HQDA column.

DATA ELEMENT	Instl	SubMACOM	MACOM	HQDA
Paragraph Number	____	____	____	____
Line Number	____	____	____	____
Description	____	____	____	____
Standard Workcenter Code	____	____	____	____
Management Decision Package	____	____	____	____
Grade	____	____	____	____
MOS/Civilian Series	____	____	____	____
Add'l Skill Id/Language Indic	____	____	____	____
Branch	____	____	____	____
Identity	____	____	____	____
Army Management Structure Code	____	____	____	____
Required Strength	____	____	____	____
Authorized Strength	____	____	____	____
Security Code	____	____	____	____
Remarks	____	____	____	____

23. Listed below are the detail data elements currently in Section II, Personnel, of TDAs. Please indicate the importance of these for **military** manpower, from your organization's perspective, for each level of command shown. A score of 1 is of low importance and a score of 5 is of great importance. If you believe the data is not needed at the level indicated, please place a zero (0) in the appropriate place. If you believe that the command level indicated can manage with aggregated data, vice the current detailed data, please place an A with the numeric score in the appropriate place. For example, if you believe that HQDA's need for aggregate authorized strength data is great, the score would be recorded as A 5 in the HQDA column.

DATA ELEMENT	Instl	SubMACOM	MACOM	HQDA
Paragraph Number	____	____	____	____
Line Number	____	____	____	____
Description	____	____	____	____
Standard Workcenter Code	____	____	____	____
Management Decision Package	____	____	____	____
Grade	____	____	____	____
MOS/Civilian Series	____	____	____	____
Add'l Skill Id/Language Indic	____	____	____	____
Branch	____	____	____	____
Identity	____	____	____	____
Army Management Structure Code	____	____	____	____
Required Strength	____	____	____	____
Authorized Strength	____	____	____	____
Security Code	____	____	____	____
Remarks	____	____	____	____

24. The TAADS can be used to generate reports that can be used by management officials in making decisions and/or to be used in the preparation of budget displays. Please indicate below any reports, budget displays, etc., that your organization uses that are generated from TAADS. Indicate their frequency (Weekly/Monthly/Quarterly/Yearly) in the space provided.

NAME OF REPORT	FREQUENCY

25. In a Managing Civilians to Budget (MCB) environment, many managers find it useful to maintain detail data on civilians beyond that maintained in TAADS. If your organization maintains such data, please indicate what data elements are used by marking those listed below with an X and adding any used that are not listed.

	DATA ELEMENT	DATA ELEMENT
_____	Name	_____
_____	SSAN	_____
_____	Salary (Payrate)	_____
_____	Performance Data	_____
_____	Promotion Date	_____
_____	Tenure	_____
_____	Gender	_____
_____	Work Month	_____
_____		_____
_____		_____
_____		_____
_____		_____
_____		_____
_____		_____

26. Do your MCB managers have available to them a computer oriented management system that assists them in MCB planning, such as the USAREUR Manpower Information System or the AMC Automated Manpower Management Information System?

_____ YES _____ NO

If yes, please identify the name of the system and attach a brief description of the system and the data elements that it uses when you return this survey.

TDA MANPOWER DETAIL

Section II, Personnel

DATA ELEMENTS

Paragraph Number - Consecutively numbered depicting the structure of the organization.

Line Number - Consecutively numbered detailing the positions within the paragraph.

Description - Identifies the functional element of the organization or describes the duty position title.

Standard Workcenter Code (SWCC) - Identifies work centers by the type of work that they accomplish.

Management Decision Package (MDEP) - Defines how the resources support a force capability, either collectively for the Total Army, or individually to describe a particular organization, program, or function.

Grade - Identifies the grade of the position.

Military Occupational Specialty (MOS)/Civilian Series - Identifies the occupational specialty skills required to perform the principle duties of the position.

Additional Skill Identifier(ASI)/Language Identification Code (LIC) - Identifies the additional skills and/or the language skills need to successfully accomplish the duties of the position.

Branch - Identifies branch of service for officer and warrant personnel and enlisted billets requiring noncommissioned officers.

Identity Code - Identifies if the position is suitable for fill by male or female personnel, or is interchangeable.

Army Management Structure Code (AMSCO) - Identifies the classification of activities or functions relating to programming, budgeting, accounting, and manpower control as required by Public Law 84-863.

Required Strength - The minimum number of personnel required for the organization to perform its mission effectively.

Authorized Strength - That portion of the required strength that can be supported by allocated manpower.

Security Code - Identifies the type of security investigation required for the position.

Remarks Code - Identifies additional duties of personnel assigned to the unit. Is also used to track various initiatives.

More detailed information on each of these data elements is contained in:
AR 310-49 (The Army Authorization Documents System (TAADS)
AR 310-49-1 (The Army Authorization Documents System (TAADS) Documentation Procedures and Processing)

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, DC 20310-0300

REPLY TO
ATTENTION OF

S: 26 April 1991

DAPE-MBA-PS (570-4f)

08 APR 1991

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Documentation of Billet Level Detail in The Army Authorization Documents System (TAADS)

1. During the past year, several suggestions have been received by HQDA recommending that the level of manpower detail contained in Section II, Personnel, of Tables of Distribution and Allowances (TDA) be reduced. Many managers operating under the concept of Managing Civilians to Budget have questioned why civilians need to be documented in TDAs. A few have also questioned the amount of detail that is needed for military documentation.

2. Because of these concerns the Assistant Secretary of the Army (Manpower and Reserve Affairs) has directed the Office of the Deputy Chief of Staff for Personnel to conduct an analysis of the issues involved. In order to complete this analysis we need your formal input.

3. Enclosed is a brief survey document that will help HQDA determine the direction that the Army should go in future documentation initiatives. I ask that you take the time it will take for your organization to complete the survey and return it in the envelope provided to HQDA (DAPE-MBA-PS), Washington, DC 20310-0300. To make the survey valid and useful to me for upcoming decision forums, a high rate of return is required by April 26, 1991. If you do not respond by 26 April, we will assume that the current TAADS system meets your TDA needs.

4. Due to the different way we manage personnel - centralized for military personnel and decentralized for civilian personnel - the survey document has portions that are specific to each category of personnel. Our initial indications are that greater changes can be made in the way we document civilians than military. Your responses will help us in determining if this is true.

5. The data that you provide will be held in strict confidence. I ask that you authenticate the survey in the place indicated so that I am sure that I have your organization's position. The inclusion of your point of

contact's name and telephone number will assist us should we need to discuss any issues with you. I also ask that you be frank in your answers and encourage any additional comments that you desire to add.

6. Any questions that you have should be addressed to Dr. Calvin M. Fowler, Mr. Joe Joyce, or Ms. Diane Chapman, DSN 225-9026 or Comm (703) 695-9026.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

Encl

GARY L. PURDUM
Director of Manpower

DISTRIBUTION:
MACOM COMMANDERS
SUBMACOM COMMANDERS
INSTALLATION COMMANDERS
DIRECTORS, HQDA STAFF
COMMANDERS, HQDA FOA

CF:
SAMR-RR

INDEX - APPENDIX C

USE OF TAADS PERSONNEL DATA ELEMENTS

Paragraph Number . . . . . C- 1

Line Number. . . . . C- 3

Description. . . . . C- 5

Standard Workcenter Code . . . . . C- 7

Management Decision Package. . . . . C- 9

Grade. C-11

Civilian Series. C-13

Branch C-15

Identity Code. C-17

Army Management Structure Code C-19

Required Strength. C-21

Authorized Strength. C-23

Security Code. C-25

Remarks Code C-27

PARAGRAPH NUMBER

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	60	5	2	1	4
Sub Command	8	2	0	0	0
Macom	6	0	1	0	0
HQDA FOA	13	7	1	1	4
HQDA	10	20	1	2	6

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	83	54	50	36
Sub Command	78	62	20	14
Macom	83	50	80	40
HQDA FOA	76	64	67	62
HQDA	88	63	66	65

PARAGRAPH NUMBER

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF				
	INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	5.8%	0.0%	0.0%	0.0%	4.2%
SUBCMD	13.3%	10.0%	0.0%	0.0%	4.4%
MACOM	15.8%	10.0%	14.3%	1.0%	8.3%
HQDA	15.8%	10.0%	28.6%	12.0%	5.7%

LINE NUMBER

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	59	6	0	1	5
Sub Command	8	1	0	0	1
Macom	6	0	0	0	1
HQDA FOA	13	7	1	1	4
HQDA	10	20	1	2	6

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	76	41	35	22
Sub Command	68	46	8	8
Macom	74	45	63	26
HQDA FOA	76	64	63	60
HQDA	91	65	64	63

LINE NUMBER

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF: INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	2.9%	0.0%	0.0%	0.0%	4.5%
SUBCMD	2.2%	10.0%	0.0%	0.0%	4.3%
MACOM	5.3%	10.0%	14.3%	5.0%	8.3%
HQDA	7.0%	10.0%	14.3%	8.9%	2.7%

DESCRIPTION

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	58	4	3	1	5
Sub Command	7	1	0	0	2
Macom	5	2	0	0	0
HQDA FOA	13	7	3	1	2
HQDA	12	16	1	3	7

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	77	41	36	29
Sub Command	84	54	14	8
Macom	80	55	83	40
HQDA FOA	85	71	68	59
HQDA	92	65	66	68

DESCRIPTION

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF: INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	1.4%	0.0%	0.0%	0.0%	4.2%
SUBCMD	6.7%	10.0%	0.0%	0.0%	4.3%
MACOM	7.0%	20.0%	14.3%	5.0%	4.0%
HQDA	12.3%	10.0%	14.3%	4.0%	2.8%

STANDARD WORKCENTER CODE

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	22	7	10	1	29
Sub Command	2	1	2	1	4
Macom	1	1	1	0	3
HQDA FOA	4	4	1	3	14
HQDA	3	4	4	1	27

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	41	45	55	52
Sub Command	40	42	46	40
Macom	3	30	46	46
HQDA FOA	43	43	41	47
HQDA	56	54	50	40

STANDARD WORKCENTER CODE

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF: INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	4.5%	10.0%	0.0%	0.0%	8.3%
SUBCMD	4.5%	30.0%	0.0%	0.0%	8.7%
MACOM	16.4%	40.0%	14.3%	10.0%	16.0%
HQDA	18.2%	40.0%	57.1%	8.0%	16.2%

MANAGEMENT DECISION PACKAGE

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	17	3	13	5	32
Sub Command	2	2	2	0	3
Macom	0	2	4	0	1
HQDA FOA	3	4	5	5	9
HQDA	1	4	9	1	25

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	44	51	65	72
Sub Command	44	44	44	44
Macom	11	45	60	60
HQDA FOA	57	50	67	68
HQDA	54	57	66	63

MANAGEMENT DECISION PACKAGE

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

	PERCENTAGE FROM VIEW OF				
LEVEL	INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	8.7%	10.0%	0.0%	0.0%	8.3%
SUBCMD	13.6%	30.0%	0.0%	6.3%	8.7%
MACOM	26.8%	40.0%	28.6%	10.0%	7.7%
HQDA	32.1%	30.0%	57.1%	16.0%	8.3%

GRADE

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	55	8	1	1	5
Sub Command	7	2	0	1	0
Macom	3	1	1	0	2
HQDA FOA	13	6	4	1	2
HQDA	13	15	3	1	7

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	75	47	38	30
Sub Command	82	28	18	18
Macom	86	50	18	43
HQDA FOA	85	61	79	80
HQDA	93	77	96	74

GRADE

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF: INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	5.7%	0.0%	0.0%	0.0%	4.2%
SUBCMD	11.1%	25.0%	0.0%	7.7%	4.3%
MACOM	15.8%	30.0%	14.3%	10.0%	8.0%
HQDA	21.4%	30.0%	42.9%	20.0%	5.4%

CIVILIAN SERIES

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	54	7	2	3	5
Sub Command	7	2	0	1	0
Macom	2	1	2	0	1
HQDA FOA	13	6	3	1	3
HQDA	9	19	3	1	7

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	74	39	37	33
Sub Command	82	52	20	20
Macom	91	50	23	37
HQDA FOA	85	76	78	78
HQDA	88	77	78	73

CIVILIAN SERIES

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF: INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	29.0%	0.0%	0.0%	0.0%	4.2%
SUBCMD	9.1%	20.0%	0.0%	6.3%	4.3%
MACOM	15.8%	30.0%	28.6%	5.0%	12.0%
HQDA	22.8%	30.0%	28.6%	12.0%	11.1%

BRANCH

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	37	4	5	3	19
Sub Command	6	1	1	0	2
Macom	2	0	1	0	3
HQDA FOA	8	4	3	2	7
HQDA	4	10	3	2	18

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	55	37	38	36
Sub Command	82	62	34	32
Macom	40	33	20	20
HQDA FOA	80	68	78	78
HQDA	58	47	51	47

BRANCH

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF				
	INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	2.9%	0.0%	0.0%	0.0%	4.3%
SUBCMD	11.9%	20.0%	0.0%	0.0%	4.5%
MACOM	21.4%	40.0%	0.0%	0.0%	12.5%
HQDA	25.0%	40.0%	20.0%	16.7%	8.6%

IDENTITY CODE

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	20	1	2	2	44
Sub Command	5	0	0	1	4
Macom	1	1	0	0	4
HQDA FOA	6	3	2	2	14
HQDA	0	5	4	0	29

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	34	27	32	32
Sub Command	50	48	32	32
Macom	7	25	3	7
HQDA FOA	54	61	50	53
HQDA	49	38	43	38

IDENTITY CODE

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF: INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	2.9%	10.0%	0.0%	0.0%	8.0%
SUBCMD	4.8%	30.0%	0.0%	6.3%	8.3%
MACOM	12.7%	50.0%	0.0%	5.0%	11.5%
HQDA	20.0%	50.0%	16.7%	12.0%	8.3%

ARMY MANAGEMENT STRUCTURE CODE

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	54	5	3	1	5
Sub Command	7	2	1	0	0
Macom	4	1	2	0	0
HQDA FOA	9	5	3	4	4
HQDA	9	11	3	1	15

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	83	77	84	84
Sub Command	82	62	74	74
Macom	37	50	77	80
HQDA FOA	80	75	83	86
HQDA	66	60	72	63

ARMY MANAGEMENT STRUCTURE CODE

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF: INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	10.1%	0.0%	0.0%	0.0%	12.0%
SUBCMD	37.2%	40.0%	0.0%	6.3%	12.5%
MACOM	46.4%	70.0%	28.6%	10.0%	10.0%
HQDA	55.4%	70.0%	57.1%	20.0%	20.0%

REQUIRED STRENGTH

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	42	12	8	3	5
Sub Command	2	5	0	0	3
Macom	4	3	0	0	0
HQDA FOA	7	7	3	5	4
HQDA	9	14	1	4	11

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	78	72	76	72
Sub Command	76	78	64	66
Macom	100	75	100	100
HQDA FOA	86	84	87	82
HQDA	90	81	84	78

REQUIRED STRENGTH

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF: INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	11.6%	10.0%	0.0%	0.0%	16.7%
SUBCMD	37.2%	40.0%	25.0%	0.0%	21.7%
MACOM	45.6%	70.6%	28.6%	10.0%	28.0%
HQDA	56.1%	70.0%	71.4%	20.0%	27.0%

AUTHORIZED STRENGTH

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	50	10	4	0	5
Sub Command	8	2	0	0	0
Macom	3	3	0	0	1
HQDA FOA	10	8	3	4	0
HQDA	14	16	3	3	1

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	87	82	86	84
Sub Command	86	82	78	80
Macom	74	75	74	86
HQDA FOA	92	84	92	92
HQDA	95	90	94	93

AUTHORIZED STRENGTH

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF				
	INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	16.2%	20.0%	0.0%	5.3%	12.5%
SUBCMD	39.5%	40.0%	25.0%	0.0%	21.7%
MACOM	52.6%	90.0%	42.9%	10.0%	24.0%
HQDA	64.9%	90.0%	71.4%	20.0%	27.0%

SECURITY CODE

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	5	7	1	6	49
Sub Command	1	1	0	1	7
Macom	1	0	1	1	4
HQDA FOA	2	3	11	4	17
HQDA	5	5	1	4	24

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	30	22	22	23
Sub Command	26	10	2	2
Macom	20	10	29	26
HQDA FOA	39	38	30	33
HQDA	58	44	47	47

SECURITY CODE

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF: INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	2.9%	0.0%	0.0%	0.0%	0.0%
SUBCMD	7.1%	10.0%	0.0%	0.0%	0.0%
MACOM	10.9%	10.0%	14.3%	0.0%	8.0%
HQDA	18.2%	10.0%	14.3%	4.2%	8.1%

REMARKS CODE

USE OF DATA ELEMENT

Level	Frequency of Use				
	D	M	Q	Y	NotUsed
Installation	25	14	9	6	16
Sub Command	5	1	2	0	1
Macom	2	0	2	1	1
HQDA FOA	5	2	3	5	13
HQDA	1	7	2	4	24

IMPORTANCE OF DATA ELEMENT

Level	Weighted Value			
	Instl	SubCmd	Macom	HQDA
Installation	65	47	49	46
Sub Command	76	68	48	46
Macom	40	55	60	54
HQDA FOA	56	51	54	53
HQDA	64	49	54	49

REMARKS CODE

PERCENTAGE OF RESPONDENTS FAVORING AGGREGATE DATA

LEVEL	PERCENTAGE FROM VIEW OF: INSTL	SUBCMD	MACOM	HQDAFOA	HQDA
INSTL	4.4%	0.0%	0.0%	0.0%	4.2%
SUBCMD	11.6%	30.0%	0.0%	0.0%	4.3%
MACOM	14.3%	40.0%	14.3%	0.0%	4.0%
HQDA	21.4%	40.0%	14.3%	12.0%	2.8%

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MILITARY PERSONNEL BY REGION AND COUNTRY

DODM 7110-1-M outlines the requirement for the Military Personnel by Region and Country budget exhibit (Exhibit MP-4). This exhibit is required for the President's Budget only. The report provides strength information by country for officer and enlisted personnel. Actual data are provided for the prior year, and estimated data are provided for the current year and next two biennial years.

HQDA proponent for submitting the Military Personnel by Region and Country is DAPE-MBA-MP. Actual data for the report are obtained from the ODCSPER 46 Report (Strength of the Army). Estimated data are obtained from ODCSOPS FACTS reports provided by USAFISA.

ACTIVE DUTY MILITARY PERSONNEL
STATIONED ASHORE BY REGIONAL AREA

DODM 7110-1-M outlines the requirement for the Active Duty Military Personnel Stationed Ashore by Regional Area budget exhibit (Exhibit MP-5). This exhibit provides total military strength information by regional area. Countries that constitute each geographical area are displayed in Exhibit MP-4, previously discussed. Actual data are provided for the prior year, and programmed data are provided for the current year and next two biennial years.

HQDA proponent for submitting the Active Duty Military Personnel Stationed Ashore by Regional Area is DAPE-MBA-MP. Actual data for the report are obtained from the ODCSPER 46 Report (Strength of the Army). Estimated data are obtained from ODCSOPS FACTS reports provided by USAFISA.

MILITARY PERSONNEL OUTSIDE DOD

DODM 7110-1-M outlines the requirement for the Military Personnel Assigned Outside DoD budget exhibit (Exhibit PB-30Q). This exhibit provides strength information on the number of military personnel assigned outside of DOD. The budget exhibit differentiates between those billets assigned to nonreimbursable versus reimbursable as well as those assigned outside DOD versus those assigned outside DOD in support of non-DOD functions. Agencies to which assigned are detailed. Actual data are provided for the prior year, and programmed data are provided for the current year and next two biennial years.

HQDA proponent for submitting the Military Personnel Outside DOD is DAPE-MBB-MP. Data for the exhibit are obtained from several sources. At the start of each budget cycle, total reimbursable estimates are submitted to this office by DAPE-MBA. These estimates are provided at the total level for Foreign Military Sales (FMS), Military Assistance Advisory Groups/Missions/Military Groups (MAAGS/MSNS/MIL GPS), and Army Industrial Fund/Army Stock Fund (AIF/ASF). The estimates are also distributed by officer, warrant officer, and enlisted end strength, and are treated as "control numbers" for reimbursable end strength estimates in the budget. The further breakdown of the data into component parts is done by DAPE-MBB-MP using the second source of data, the latest ODCSPER 288 Report, which is provided by DAPE-MBF.

RESERVE OFFICER CANDIDATES (ROTC) PROGRAM

DODM 7110-1-M outlines the requirement for the Reserve Officer Candidates (ROTC) Program budget exhibit (Exhibit PB-30T [Reserves]). This exhibit displays the schools that host the ROTC program and the number (end strength) of civilian and military personnel providing support. The Reserve Personnel, Army (RPA) appropriation provides funding for the USAR Active Guard Reserve (AGR) soldiers (approximately 10 percent of the assigned military strength; and the Military Personnel, Army (MPA) and National Guard, Army (NGA) appropriation providing funding for the remaining soldiers. The Operation and Maintenance, Army (OMA) appropriation funds the civilian personnel. Data are provided for the prior year, current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Reserve Officer Candidates (ROTC) Program budget exhibit is DAAR-COB, with assistance from SAFM-BUC-M, NGB-ARC-B and DAPE-MBB. Data for the exhibit are obtained from the Cadet Command Resource Management Directorate, Management Division, Fort Monroe, VA.

FULL-TIME SUPPORT PERSONNEL

DODM 7110-1-M outlines the requirement for the Full-Time Support Personnel budget exhibit (Exhibit PB-30W). This exhibit provides strength information on the number of personnel supporting the full-time support mission. The number of Active Guard Reserve (AGR) personnel (separately detailed by officer and enlisted), as well as the number of military technicians (military and civilian) are detailed by assignment. Assignments are detailed into seven separate categories, with appropriate sub-categories. Actual data are provided for the prior year, and programmed data are provided for the current year and biennial years.

HQDA proponents for submitting the Full-Time Support Personnel budget exhibit are SAFM-BUC-M, DAAR-COB, and NGB-ARC-B. Information for this exhibit for military technicians or civilians is obtained from HQDA PBG Guidance, SAFM Ramparts Schedule 8 listings, and OP-8, OP-9, and OP-32 data provided by SAFM. AGR information is obtained from NGB-ARC-B for total AGR authorizations, from NGB-ARP-CT for assignment of Title 10 AGRs based on SIDPERS status codes, and from the States for assignment of Title 32 AGRs based on SIDPERS status codes.

PROGRAM BUDGET DECISION UNIT

DODM 7110-1-M outlines the requirement for the Program Budget Decision Unit budget exhibit (Exhibit OP-5, Part 1). This exhibit is one of several that make up the OP-5 exhibits. The OP-5 is a multi-purpose summary document. For the Office of the Secretary of Defense (OSD) budget submission, a Part 1 is submitted for each appropriation and program budget decision unit. For the President's budget, a Part 1 is submitted for each budget activity in lieu of program decision unit. Among other data, the Part 1 includes total active military end strength and workyear data separated by officer and enlisted categories. Total civilian end strength and workyear data is also presented, separated by US direct hire, foreign national direct hire, and foreign national indirect hire, with both military technicians and reimbursable civilians included as memo entries. Data are portrayed for the prior year, current year, biennial year plus one and biennial year plus two. Civilian end strength and workyear data must agree with that displayed in the OP-8 Exhibit (Civilian Personnel Costs).

HQDA proponents for submitting the Program Budget Decision Unit budget exhibit are SAFM-BUO-C, DAAR-COB, and NGB-ARC-B. Data for the exhibit are obtained from HQDA PBG Guidance, SAFM Ramparts Schedule 8 listings, OP-32 data provided by SAFM, and the Civilian Manpower Obligations Resources (CMORE) Decision Support System, a SAFM costing

system. Data for CMORE comes from various feeder systems. The Integrated Manpower Program (IMP) provides budget strength and workyear data. The Civilian Manpower Obligations Data (CMOD) reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

DETAIL BY ACTIVITY GROUP

DODM 7110-1-M outlines the requirement for the Detail by Activity Group budget exhibit (Exhibit OP-5, Part 2). This exhibit is one of several that make up the OP-5 exhibits. The OP-5 is a multi-purpose summary document. The Part 2 exhibit provides essential information for the justification of the OSD budget estimates at the activity group level. Among other data, the Part 2 includes total active military end strength and workyear data separated by officer and enlisted categories. Total civilian end strength and workyear data are also presented, separated by US direct hire, foreign national direct hire, and foreign national indirect hire, with both military technicians and reimbursable civilians included as memo entries. Data are portrayed for the prior year, current year, biennial year plus one and biennial year plus two. Narrative explanations of changes between end strength and workyears between budget years is also presented. Civilian end strength and workyear data must agree with that displayed in the OP-8 Exhibit (Civilian Personnel Costs).

The following attachments to the OP-5, Part 2, also provide data on military and civilian end strength and work-years:

Commissary Operations	- Attachment 2
Base Operations Support	- Attachment 3

Real Property Maintenance and Minor Construction - Attachment 7

HQDA proponents for submitting the Detail by Activity Group budget exhibit are SAFM-BUO-C, DAAR-COB, and NGB-ARC-B. Civilian manpower data for the exhibit is obtained from CMORE. Data for CMORE comes from various feeder systems. The Integrated Manpower Program (IMP) provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

CIVILIAN PERSONNEL COSTS

DODM 7110-1-M outlines the requirement for the Civilian Personnel Cost budget exhibit (Exhibit OP-8). This exhibit provides full-time equivalent (FTE) end strength data and cost data on civilian personnel, to include US direct hire employees, direct hire foreign nationals, and indirect hire foreign nationals. It also provides information on foreign national separation liability accrual, benefits for former employees, and reimbursable versus direct funded employees. Separate OP-8 exhibits are prepared for the prior year, current year, biennial year plus one and biennial year plus two for each Military Department in total and/or each appropriation/fund in which civilian personnel are funded.

HQDA proponents for submitting the Civilian Personnel Costs budget exhibit is SAFM-BUO-C. Data for the exhibit are obtained from CMORE. Data for CMORE comes from various feeder systems. The IMP provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

ANALYSIS OF CHANGES IN WORKYEAR COST

DODM 7110-1-M outlines the requirement for the Analysis of Changes in Workyear Costs exhibit (Exhibit OP-9). The intent of this exhibit is to identify the factors that have an impact on changes in average salary and average workyear cost from fiscal year to fiscal year. Separate OP-9 exhibits are prepared for each appropriation and industrial fund account for US direct hire, classified and wage board, and foreign national direct hire personnel. Data are provided for the prior year, current year, biennial year plus one and biennial year plus two. Cost, workyears, and full-time equivalent end strength data are consistent with those shown in Exhibit OP-8 (Analysis of Civilian Personnel Costs).

HQDA proponent for submitting the Analysis of Changes in Workyear Cost budget exhibit is SAFM-BUO-C. Data for the exhibit are obtained from CMORE. Data for CMORE comes from various feeder systems. The IMP provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

FOREIGN NATIONAL PERSONNEL

DODM 7110-1-M outlines the requirement for the Foreign National Personnel budget exhibit (Exhibit OP-10). This exhibit provides full-time equivalent beginning strength and full time equivalent end strength information as well as workyears and costs for total compensation and benefits data. Separate OP-10 exhibits are prepared for the prior year, current year, biennial year plus one and biennial year plus two for each appropriation/fund in which foreign national personnel are funded. In addition, each component is required to provide a grand total by country in the same detail. Data in these exhibits must agree with foreign national data provided on the OP-8 Exhibit (Civilian Personnel Costs).

HQDA proponent for submitting the Foreign National Personnel budget exhibit is SAFM-BUO-C. Data for the exhibit are obtained from CMORE. Data for CMORE comes from various feeder systems. The IMP provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

MEDICAL WORKLOAD DATA

DODM 7110-1-M outlines the requirement for the Medical Workload Data budget exhibit (Exhibit OP-13). This exhibit provides a large amount of detail on medical workload. Included in the exhibit is a Dental Workload Data Exhibit. It contains data on the number of authorized and assigned military and civilian dentists. In addition it provides, among other information, the number of authorized and assigned military and civilian ancillary dental personnel. This information is provided for the prior year, current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Medical Workload Data budget exhibit is SAFM-BUO-O. Data for the exhibit are obtained from manpower reports prepared by SAFM-BUO-C, which include the CMORE report and the OP-8 Report. Other sources of manpower data include reports from USAFISA, such as Report # MB 84011.

INDIVIDUAL TRAINING

DODM 7110-1-M outlines the requirement for the Individual Training budget exhibit (Exhibit OP-14). This exhibit provides a plethora of information on training through a series of charts. Part A of the exhibit provides student, trainee, and workload data, while Part B provides staff and support manpower data. The following are examples of the kinds of detailed manpower data that are needed.

1. Part A-8, Flight Training, requires the number of flight instructors (military, civilian and contractor) be displayed.

2. Part B, Training Manpower, requires a display of end strength for instructors and training and education support personnel detailed by officer, enlisted and civilian. A Part B format is required to be submitted to parallel the coverage of each basic Part A format submitted (a basic Part A format is submitted for each load-related mission program element listed in the DODM as well as certain educational institutions also listed in the manual).

3. Part D, ROTC Program Data, requires the display of personnel (officers, enlisted and civilian) supporting either ROTC Unit Staffs or ROTC Command Level Staffs. Separate OP-14 exhibits are prepared for the prior year, current year, biennial year plus one and biennial year plus two for each of the displays required.

HQDA proponent for submitting the Individual Training budget exhibit is SAFM-BUO-O, with DAMO-TRP and DAPE-MPA assistance. Data for the exhibits are obtained from manpower reports prepared by SAFM-BUO-C, which include the CMORE report and the OP-8 report. Other sources of manpower data include USAFISA special reports, such as report number E900880P.

AUDIT AND CRIMINAL INVESTIGATIVE ACTIVITIES

DODM 7110-1-M outlines the requirement for the Audit and Criminal Investigative Activities budget exhibit (Exhibit OP-13). This exhibit provides, in separate displays, information on the Army Audit Agency and US Army Criminal Investigation Command (Note: CIDC is not currently being reported). Information is portrayed for end strength and workyears for military officers and enlisted personnel and civilian personnel, detailed by US direct hire, foreign national direct hire, and foreign national indirect hire. End strength and workyears are provided for the prior year, current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Audit and Criminal Investigative Activities budget exhibit is SAAA. Data for the exhibit are obtained from the TDA of the Army Audit Agency and information from ACPERS and STANFINS data bases.

MAINTENANCE OF REAL PROPERTY FACILITIES

DODM 7110-1-M outlines the requirement for the Maintenance of Real Property Facilities budget exhibit (Exhibit OP-28). This exhibit provides, among other data, the aggregate number of military and civilian personnel supporting maintenance of real property facilities. Actual staffing numbers are provided for the prior year, and estimated staffing levels are provided for current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Maintenance of Real Property Facilities budget exhibit is SAFM-BUO-P. Manpower data for the exhibit is obtained from two different sources. The military manpower is taken from USAFISA report number MB 90210. The civilian manpower is obtained from the CMORE report provided by SAFM-BUO-C.

RECONCILIATION OF INCREASES AND DECREASES IN END STRENGTH IN NATO EUROPEAN COUNTRIES

DODM 7110-1-M outlines the requirement for the Reconciliation of Increases and Decreases in End Strength in North Atlantic Treaty Organization (NATO) European Countries budget exhibit (Exhibit OP-33). This exhibit provides a reconciliation of changes in US end strength (military and civilian [direct hire and indirect hire separately]) of personnel permanently stationed ashore in NATO European countries. NATO European countries are defined in DODI 7730.58 (Reports on Personnel Distributions by Country or Other Specific Locations). Increases and decreases, and the reasons, are shown separately and by unit, activity, or function and are subject to congressional ceilings. The exhibits display data for the prior year, current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Reconciliation of Increases and Decreases in End Strength in NATO European Countries budget exhibit is DAPE-MBA-MP. Military data for the exhibit are obtained from information provided by the affected CINCs through JCS and OSD, as explained by ODCSOPS. Civilian information is extracted from current Program Budget Decisions, Defense Management Review Decisions, and Civilian Work Force Reduction Plans.

SPECIAL OPERATIONS FORCES

DODM 7110-1-M outlines the requirement for the Special Operations Forces (SOF) budget exhibit (Exhibit OP-52). This report provides data on the number of military personnel (officer, enlisted and cadet) and civilian personnel US direct hire, foreign national direct hire, and foreign national indirect hire supporting special operations. A separate format is required for applicable appropriations. The exhibits include actual strength data on the prior year and estimated strength data for the current year, biennial year plus one and biennial year plus two for each Military Department in total and or each appropriation/fund in which civilian personnel are funded.

HQDA proponent for submitting the Special Operations Forces budget exhibit used to be SAFM-BUC-O. However, SOF has become a separate program under DOD.

LAND FORCES

DODM 7110-1-M outlines the requirement for the Land Forces budget exhibit (Exhibit PBA-4). This exhibit provides, among other data, the number of active duty military personnel (by officer, enlisted and cadet) and the number of civilian personnel (by US direct hire, foreign national direct hire, and foreign national indirect hire) supporting Army land forces. Actual end strength numbers are provided for the prior year, and estimated end strength levels are provided for current year, biennial year plus one and biennial year plus two. Succinct narrative explanations of changes between years are required.

HQDA proponent for submitting the Land Forces budget exhibit is SAFM-BUO-O. Data for the exhibit are obtained from USAFISA Report MB 84011.

REAL PROPERTY MAINTENANCE

DODM 7110-1-M outlines the requirement for the Real Property Maintenance budget exhibit (Exhibit PBA-7). This exhibit provides, among other data, the number of active duty military personnel (by officer, enlisted and cadet) and the number of civilian personnel (by US direct hire, foreign national direct hire, and foreign national indirect hire) supporting real property maintenance. Maintenance and repair of real property, minor construction, and backlog of maintenance of real property are separately described and applicable program data are provided. Actual end strength numbers are provided for the prior year, and estimated end strength levels are provided for current year, biennial year plus one and biennial year plus two. Succinct narrative explanations of changes between years are required.

HQDA proponent for submitting the Real Property Maintenance budget exhibit is SAFM-BUO-P. Data for the exhibit are obtained from CMORE. Data for CMORE comes from various feeder systems. The IMP provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

MEDICAL PROGRAMS

DODM 7110-1-M outlines the requirement for the Medical Programs budget exhibit (Exhibit PBA-9). This exhibit includes, among other data, civilian personnel data (end strength) to include US direct hire employees, direct hire foreign nationals, and indirect hire foreign nationals. Data is shown as actual for the prior year, and estimates for the current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Medical Programs budget exhibit is SAFM-BUO-O. Data for the exhibit are obtained from CMORE. Data for CMORE comes from various feeder systems. The IMP provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

BASE OPERATIONS SUPPORT

DODM 7110-1-M outlines the requirement for the Base Operations Support budget exhibit (Exhibit PBA-10). This exhibit provides, among other data, an accounting of the number of personnel assigned in support of base operations support. Military personnel are displayed by officer, enlisted, and cadet while civilians are shown as either US direct hire employees, direct hire foreign nationals, or indirect hire foreign nationals. End strength data is shown as actual for the prior year, and estimated for the current year, biennial year plus one and biennial year plus two. Data for each year are subdivided into a CONUS and overseas columns.

HQDA proponent for submitting the Base Operations Support budget exhibit is SAFM-BUO-P. Data for the exhibit is obtained from CMORE. Data for CMORE comes from various feeder systems. The IMP provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

RESERVE FORCES

DODM 7110-1-M outlines the requirement for the Reserve Forces budget exhibit (Exhibit PBA-11). This exhibit provides, among other data, a display of the number of civilians supporting reserve forces. Civilian end strength is shown as US direct hire employees, direct hire foreign nationals, or indirect hire foreign nationals. Military technicians are included as a memo entry with the exception of those assigned to USSOCOM. End strength data are shown as actual for the prior year, and estimated for the current year, biennial year plus one and biennial year plus two. Succinct narrative explanations are provided for total resource changes between years.

HQDA proponent for submitting the Reserve Forces budget exhibit is DAAR-COB. Data for the exhibit are obtained from USAFISA special reports.

COMMAND, CONTROL, AND COMMUNICATIONS

DODM 7110-1-M outlines the requirement for the Command, Control, and Communications budget exhibit (Exhibit PBA-12). This exhibit provides, among other data, a display of the number of military and civilians (end strength) supporting command, control, and communication. Military end strength data are displayed as either officer, enlisted or cadet. Civilian end strength is shown as US direct hire employees, direct hire foreign nationals, or indirect hire foreign nationals.

HQDA proponent for submitting the Command, Control, and Communications budget exhibit is SAFM-BUO-A. Data for the exhibit are obtained from USAFISA special reports.

ADMINISTRATION

DODM 7110-1-M outlines the requirement for the Administration budget exhibit (Exhibit PBA-16). This exhibit provides dollar cost and personnel end strength data for various segments of the administration function. These include service-wide support, public affairs, personnel administration, management headquarters, as well as an other category. For each of these subsets, total dollar costs are shown as well as the aggregate end strength for military and civilian personnel supporting the subset. Actual data are provided for the prior year, and estimated data are provided for the current year, biennial year plus one, and biennial year plus two.

HQDA proponent for submitting the Administration budget exhibit is SAFM-BUO-S. Data for the exhibit are obtained from CMORE. Data for CMORE comes from various feeder systems. The IMP provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

MANPOWER TABLES

DODM 7110-1-M outlines the requirement for the Manpower Tables budget exhibits (Exhibit PBA-20 series). These exhibits provide detail information on end strength data for civilian and military manpower, both active and reserve component.

Exhibit PBA-20a, Civilian Personnel, displays civilian personnel data by US direct hire, foreign national direct hire, and foreign national indirect hire by type of appropriation/fund that finance civilian personnel. All civilian personnel end strength are shown as full-time equivalent end strength. Additionally, a summary of specific increases and decreases to civilian end strength levels by major program has to be identified by detailing changes between fiscal years.

Exhibit PBA-20b, Military Personnel-Active, displays active component military personnel by officer, enlisted, and cadet. Differences in military end strength between fiscal years have to be explained for major programs.

Exhibit PBA-20c, Selected Reserve and National Guard Personnel, displays reserve component military personnel by drill strength, individual mobilization augmentees (2 week active duty), and full time duty. Differences in reserve component military end strength between fiscal years have to be explained for major programs.

The above exhibits portray actual data exhibits for the prior year and estimated data for the current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Manpower Tables budget exhibits is DAPE-MBA-MP. Data for the exhibit are obtained from the 405 Report, OP-8 Report and the PB 31Q.

KEY ACTIVITY INDICATORS

DODM 7110-1-M outlines the requirement for the Key Activity Indicators budget exhibit (Exhibit PBA-21). This exhibit provides summary data displays for Operation and Maintenance appropriations, to include Operations and Maintenance, Army; Operations and Maintenance, Army Reserve; and Operations and Maintenance, Army National Guard. Included in these displays are Active duty military personnel, civilian personnel (to include technicians, if appropriate,) and total selected reserve strength, as appropriate to the appropriation. Actual data are provided for the prior year with estimated data portrayed for the current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Key Activity Indicators budget exhibit is SAFM-BUO-C. Data for the exhibit is obtained from the 405 Report.

SPECIAL OPERATIONS FORCES

DODM 7110-1-M outlines the requirement for the Special Operations Forces budget exhibit (Exhibit PBA-26). This exhibit provides data on the number of military personnel (officer, enlisted and cadet) and civilian personnel (US direct hire, foreign national direct hire, and foreign national indirect hire) supporting special operations. A separate format is required for each applicable appropriation. The exhibits include actual strength data on the prior year and estimated strength data for the current year, biennial year plus one and biennial year plus two for each applicable appropriation. Succinct narrative explanations are required for changes between years.

HQDA proponent for submitting the Special Operations Forces (SOF) budget exhibit used to be SAFM-BUO-C. However, SOF has become a separate program under DOD.

PERSONNEL SUMMARY

DODM 7110-1-M outlines the requirement for the Personnel Summary budget exhibit (Exhibit PB-31C). This exhibit provides total number of full-time permanent positions (end strength) and total compensable workyears for direct hire personnel - both US and foreign national direct hire. For direct hire personnel, the exhibit also provides average salary data and average grade data for selected categories of personnel and funding costs for foreign national separation liability and funding for severance pay/ unemployment compensation. For indirect hires, end strength and workyears are detailed by budget activity and funding data is provided for foreign national separation liability. Data are provided for the prior year, current year, biennial year plus one and biennial year plus two. This data must be in agreement with that shown on Exhibit OP-8.

HQDA proponent for submitting the Personnel Summary budget exhibits is SAFM-BUO-C. Data for the exhibit is obtained from CMORE. Data for CMORE comes from various feeder systems. The IMP provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

MAINTENANCE OF REAL PROPERTY FACILITIES

DODM 7110-1-M outlines the requirement for the Maintenance of Real Property Facilities budget exhibit (Exhibit PB-31I). This exhibit provides, among other data, the military and civilian end strength supporting the function. Staffing data are provided for the prior year, current year, biennial year plus one and biennial year plus two. Actual data are portrayed for the prior year and estimated data is displayed for the current and future years.

HQDA proponent for submitting the Maintenance of Real Property Facilities budget exhibit is SAFM-BUO-P. Manpower data for the exhibit are obtained from two different sources. The military manpower is taken from USAFISA report number MB 90210. Civilian manpower is obtained from CMORE-DSS reports provided by SAFM-BUO-C. NOTE: This is the same exhibit as the OP 28.

MANPOWER CHANGES IN FULL-TIME EQUIVALENT END STRENGTH

DODM 7110-1-M outlines the requirement for the Manpower Changes in Full-Time Equivalent End Strength budget exhibit (Exhibit PB-31Q). This exhibit provides detail data on changes between years for civilian personnel by major program. The changes have to be provided in sufficient detail in order to give Congress an idea as to what specific programs are being impacted. Civilian personnel data includes both direct and indirect FTE end strength for all appropriations. The FTE end strength data provided in this exhibit has to agree with the FTE end strength data provided in Exhibit OP-8 (Civilian Personnel Costs) and PB-31R (Civilian Personnel Budget Calculations). The exhibits are prepared to show the changes between the prior year and current year, current year and biennial year plus one, and biennial year plus one and biennial year plus two for each appropriation/fund in which civilian personnel are funded.

HQDA proponent for submitting the Manpower changes in Full-time Equivalent End Strength budget exhibit is DAPE-MBA-MP. Data for the exhibit are obtained from the CP13 Report (Fiscal Year End Strength Estimates/End Strength Distribution Out Year Impact Status Report) and Reports 4010 and 4011 (Planning and Programing Report by Decision Unit/Program Element/Management Decision Package within

Resource). The 4010 report displays changes in strength between prior year, current year, and two biennial years; while the 4011 displays strength for prior year, current year, the two biennial years, and the program years. Both the 4010 and 4011 are prepared by USAFISA.

CIVILIAN PERSONNEL BUDGET CALCULATION

DODM 7110-1-M outlines the requirement for the Civilian Personnel Budget Calculation budget exhibit (Exhibit PB-31R). This exhibit provides full-time equivalent (FTE) end strength data and cost data on civilian personnel, to include US direct hire employees, direct hire foreign nationals, and indirect hire foreign nationals. Separate PB-31R exhibits are prepared for the prior year, current year, biennial year plus one and biennial year plus two for each appropriation/fund in which civilian personnel are funded. The numbers in this exhibit must agree with the numbers presented in the OP-8 exhibit (Civilian Personnel Costs).

HQDA proponent for submitting the Civilian Personnel Budget Calculation budget exhibit is SAFM-BUO-C. Data for the exhibit are obtained from CMORE. Data for CMORE comes from various feeder systems. The IMP provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE which then processes the data for the budget exhibits.

SUMMARY OF OPERATIONS

INDUSTRIAL FUND

DODM 7110-1-M outlines the requirement for the Summary of Operations, Industrial Fund, exhibit (Exhibit IF-A, Part III). This exhibit provides a summary of personnel resources in support of industrially funded activities. Civilian and military personnel end strength and workyears are displayed by activity groups for the prior year, current year, biennial year plus one, and biennial year plus two.

HQDA proponent for submitting the Summary of Operations, Industrial Fund, exhibit is SAFM-BUO-S. Data for the exhibit are a summary of IF-F exhibits.

WORKLOAD AND RESOURCES

INDUSTRIAL FUND

DODM 7110-1-M outlines the requirement for the Workload and Resources, Industrial Fund budget exhibit (Exhibit 1F-F, Part III). This exhibit provides a summary of personnel resources, both civilian and military, by end strength and workyears, in addition to other data. Narrative justification has to be provided for increases/decreases in workyears between the prior year and current year, between the current year and the biennial year plus one, and between the biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Workload and Resources, Industrial Fund, budget exhibit is SAFM-BUO-S. Data for the exhibit are obtained from the three industrial fund activity groups: the Armament, Munitions and Chemical Command, the Depot System Command, and the Military Traffic Management Command. The data provided by the three commands cited are reconciled with reports provided by USAFISA.

SUMMARY OF BASE OPERATIONS SUPPORT
INDUSTRIAL FUND

DODM 7110-1-M outlines the requirement for the Summary of Base Operations Support, Industrial Fund, exhibit (Exhibit IF-G, Part III). This exhibit provides a summary of total personnel resources in support of base operations support functions that support industrially funded activities. Civilian and military workyears are displayed by activity groups for the prior year, current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Summary of Base Operations Support, Industrial Fund, exhibit is SAFM-BUO-S. Data for the exhibit are obtained from the three industrial fund activity groups: The Armament, Munitions and Chemical Command, the Depot System Command, and the Military Traffic Management Command.

SUMMARY OF CIVILIAN PERSONNEL DATA

SUMMARY OF PERSONNEL CHANGES

DODM 7110-1-M outlines the requirement for the Summary of Civilian Personnel Data and Summary of Personnel Changes budget exhibits (Exhibit IF-3 [Part I] and IF-3 [Part II]). The first of these two exhibits displays civilian personnel data in hours and workyears of end strength broken out as either direct labor, production overhead (indirect), or general and administrative and the percent they are of the total. The second exhibit displays total military and civilian personnel workyears by direct labor, production overhead, and general and administrative efforts. Actual data are shown for the prior year with estimated data for current year, biennial year plus one and biennial year plus two. Workyear changes due to productivity initiatives or other efficiency are displayed as are workyear changes due to program changes other than productivity or other efficiency initiatives.

HQDA Proponent for submitting the Summary of Civilian Personnel Data and Summary of Personnel Changes budget exhibit is SAFM-BUO-S. Data for the exhibit are obtained from the three industrial fund activity groups: the Armament, Munitions and Chemical Command, the Depot System Command, and the Military Traffic Management Command.

MILITARY PERSONNEL COMPENSATION
INDUSTRIAL FUND

DODM 7110-1-M outlines the requirement for the Military Personnel Compensation, Industrial Fund, exhibit (Exhibit IF-15). This exhibit provides both the enlisted and officer composite rates, with elements of cost and justification, of military personnel in support of industrial funded activities. In addition, it provides enlisted and officer end strength and workyear data. Data are displayed by activity groups for the prior year, current year, and biennial year plus one.

HQDA proponent for submitting the Military Personnel Compensation, Industrial Fund, exhibit is SAFM-BUO-S. Data for the exhibit are obtained from USAFISA report number 4011.

PHYSICAL SECURITY ACTIVITIES

DODM 7110-1-M outlines the requirement for the Physical Security Activities budget exhibit (Exhibit PSA-1). This exhibit provides, among other detail, the manyears devoted to the function. The military manyears are detailed as officer and enlisted and the civilian manyears are separated into direct hire, indirect hire, and contract. Manyear data are provided for the prior year, current year, and separately for the next five years. This exhibit is required on a biennial basis.

HQDA proponent for submitting the Physical Security Activities budget exhibit is DAMO-ODL. Data for the exhibit are obtained from Schedule 64 (Physical Security Activities) submitted as part of the Command Budget Estimate.

OVERSEAS FUNDING SUMMARY

DODM 7110-1-M outlines the requirement for the Overseas Funding Summary budget exhibit (Exhibit OP-53). Section 8125 of the FY 1989 Defense Appropriations Act requires that the DoD separately identify the amounts necessary for payment of all personnel, operations, maintenance, facilities, and support costs for all DOD overseas military units and the costs of supporting all dependents who accompany DOD personnel outside the United States. This exhibit provides funding and strength data by country by numerous categories described (Summary Data; Military Personnel; Operations and Maintenance; Family Housing, Operations and Maintenance; Family Housing, Construction; and Military Construction). Military end strength is displayed as officer or enlisted and civilian end strength is displayed as either US direct hire, foreign national direct hire, or foreign national indirect hire. Actual staffing numbers are provided for the prior year, and estimated staffing levels are provided for the current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Overseas Funding Summary budget exhibit is SAFM-BUC-I. Data for the exhibit are obtained from special MACOM and HQDA staff submissions solicted specifically for this exhibit.

OVERSEAS FUNDING DEPENDENT SUPPORT

DODM 7110-1-M outlines the requirement for the Overseas Funding Dependent Support budget exhibit (Exhibit OP-53A). Section 8125 of the FY 1989 Defense Appropriations Act requires that the DOD separately identify the amounts necessary for payment of all personnel, operations, maintenance, facilities, and support costs for all DOD overseas military units and the costs of supporting all dependents who accompany DOD personnel outside the United States. This exhibit provides funding and strength data by country by numerous categories described (Summary Data; Military Personnel; Operations and Maintenance; Family Housing, Operations and Maintenance; Family Housing, Construction; and Military Construction). Military end strength is displayed as officer or enlisted and civilian end strength is displayed as either US direct hire, foreign national direct hire, or foreign national indirect hire. Actual staffing numbers are provided for the prior year, and estimated staffing levels are provided for the current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Overseas Funding Dependent Support budget exhibit is SAFM-BUC-I. Data for the exhibit are obtained from special MACOM and HQDA staff submissions solicited specifically for this budget exhibit.

INTERMEDIATE RANGE NUCLEAR FORCE TREATY REQUIREMENTS

DODM 7110-1-M outlines the requirement for the Intermediate Range Nuclear Force Treaty Requirements budget exhibit (Exhibit PB-19). This exhibit provides, among other data, the aggregate number of military, civilian, and contract end strength supporting on-site inspections. Actual end strength is provided for the prior year, and estimated staffing levels are provided for current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Intermediate Range Nuclear Force Treaty Requirements budget exhibit is SAFM-BUC-I. Budget and program data for the exhibit are obtained from the PROBE database, MDEP VITI. Data on resources saved were calculated in the initial 1988 report and have not been changed in subsequent reports.

EXTERNAL PUBLIC AFFAIRS ACTIVITIES

DODM 7110-1-M outlines the requirement for the External Public Affairs budget exhibit (Exhibit PB-20). This exhibit provides, among other data, military and civilian end strength information on the number of personnel supporting external public affairs activities. Included in the display are listings of both military and civilian end strength by grade. Actual staffing numbers are provided for the prior year, and estimated staffing levels are provided for current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the External Public Affairs Activities budget exhibit is SAPA-ZD. Data for the exhibit are obtained from SAFM-BUO-S (OMA dollars and both military and civilian end strength); SAFM-BUC-M (MPA dollars); and major commands reporting under SAOSA-233 (military and civilian end strength (authorized and on-board by grade). Since the Public Affairs Limitation was removed in FY90, Congress no longers requires this exhibit; however, DOD still does.

DEPARTMENT OF DEFENSE MANAGEMENT HEADQUARTERS

DODM 7110-1-M outlines the requirement for the Department of Defense Management Headquarters budget exhibit (Exhibit PB-22). This exhibit is known as the Army Management Headquarters Activities (AMHA) exhibit in the Army. This exhibit provides manpower (military and civilian) end strength data and cost data (total obligation in dollars) for all organizations listed in DOD Directive 5100.13 (Department of Defense Management Headquarters). Organizations are included in the exhibit under the same category that they are listed in the DODD. Manpower is required to be displayed by appropriation or fund, as appropriate. Under appropriations, manpower and funds are designated as direct or reimbursable. Revolving funds are treated in the same fashion as appropriated funds. The exhibits provide actual data for the prior year and estimated data for the current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Department of Defense Management Headquarters exhibit is SAMR-AMH. Data for the exhibit are developed based on manpower data contained in the IMP. However, once the AMHA controls are identified in the Manpower Annex of the Program Budget Guidance (PBG), TAADS provides the means to assure that the AMHA activities

are executing their program in accordance with the AMHA PBG controls through the Automated Update Transaction System (AUTS) process.

COMMERCIAL ACTIVITIES

DODM 7110-1-M outlines the requirement for the Commercial Activities budget exhibit (Exhibit PB-42). This exhibit is submitted in accordance with the requirements of Presidential Executive Order 12615, dated November 19, 1987. The Executive Order on commercial activities facilitates ongoing efforts to ensure that the Federal Government acquires needed goods and services in the most economical manner. The Executive Order requires the annual budget submissions to reflect estimates of expected yearly funding and end strength savings from the privatization of commercial activity projected to be accomplished following the completion of scheduled studies.

The exhibit provides information on the number of military positions to be studied (by appropriation), the actual/projected end strength savings reflected in the budget (by appropriation), and the actual/projected dollar savings reflected in the budget (by appropriation). Actual data are displayed for the prior year, and estimated data are displayed for the current year, biennial year plus one and biennial year plus two.

HQDA proponent for submitting the Commercial Activities budget exhibit is the United States Army Commercial Activities Agency (USACAMA). Data for the exhibit are obtained from the Army Commercial Activities Management Information System.

DRUG INTERDICTION AND COUNTERDRUG ACTIVITIES

DETECTION AND MONITORING

DODM 7110-1-M outlines the requirement for the Drug Interdiction and Counterdrug Activities, Detection and Monitoring, budget exhibit (Exhibit PB-43A). This exhibit provides, among other data, a personnel summary of the number of civilian personnel supporting the function. Civilian end strength and workyears are provided by category (US direct hire, foreign national direct hire, and foreign national indirect hire). Actual data are provided for the prior year, and estimated data are provided for current year, biennial year plus one and biennial year plus two. Changes between the current year and biennial years have to be explained. Estimated aggregate civilian numbers are provided for the outyears.

HQDA proponent for submitting the Drug Interdiction and Counterdrug Activities, Detection and Monitoring, budget exhibit is SAFM-BUC-I. Data for the exhibit are obtained from the HQDA staff, the CINCs and Army component commanders, and the major Army commands.

DRUG INTERDICTION AND COUNTERDRUG ACTIVITIES

DEMAND REDUCTION

DODM 7110-1-M outlines the requirement for the Drug Interdiction and Counterdrug Activities, Demand Reduction, budget exhibit (Exhibit PB-43B). This exhibit provides, among other data, a summary of the number of military and civilian personnel involved in the prevention and in the treatment of drug use. In addition, a personnel summary of the number of military and civilian personnel supporting the function is provided. Military end strength and workyears are displayed as officer or enlisted while civilian end strength and workyears are provided by category (US direct hire, foreign national direct hire, and foreign national indirect hire). For both displays, actual data are provided for the prior year, and estimated data are provided for current year, biennial year plus one, and biennial year plus two. Changes between the current year and biennial years have to be explained. Estimated aggregate civilian numbers are provided for the outyears.

HQDA proponent for submitting the Drug Interdiction and Counterdrug Activities, Demand Reduction, budget exhibit is SAFM-BUC-I. Data for the exhibit are obtained from MACOM input through special message. Schedule 15 has not been standardized. The OSD Drug Coordinations Office is

currently standardizing information requests for the budget exhibits. All budget exhibits are included in the OSD budget or Program Objective Memorandum (POM) and not in the Army's budget.

DRUG INTERDICTION AND COUNTERDRUG ACTIVITIES COMMUNICATIONS NETWORK

DODM 7110-1-M outlines the requirement for the Drug Interdiction and Counterdrug Activities, Communication Network, budget exhibit (Exhibit PB-43C). This exhibit provides, among other data, a personnel summary of the number of civilian personnel supporting the function. Civilian end strength and workyears are provided by category (US direct hire, foreign national direct hire, and foreign national indirect hire). Actual data are provided for the prior year, and estimated data are provided for current year, biennial year plus one, and biennial year plus two. Changes between the current year and biennial years have to be explained. Estimated aggregate civilian numbers are provided for the outyears.

HQDA proponent for submitting the Drug Interdiction and Counterdrug Activities, Communications Network, budget exhibit is SAFM-BUC-I. Data for the exhibit are obtained from the Defense Communications Agency.

DRUG INTERDICTION AND COUNTERDRUG ACTIVITIES

ACTIVITIES SUMMARY

DODM 7110-1-M outlines the requirement for the Drug Interdiction and Counterdrug Activities, Activities Summary, budget exhibit (Exhibit PB-45). This exhibit summarizes by appropriation, the personnel summary data of the PB 43A and PB 43B exhibits to include the total number of civilian personnel supporting the drug interdiction and counterdrug function. Civilian end strength and workyears are provided by category (US direct hire, foreign national direct hire, and foreign national indirect hire). Actual data are provided for the prior year, and estimated data are provided for current year, biennial year plus one and biennial year plus two. Changes between the current year and biennial years have to be explained. Estimated aggregate civilian numbers are provided for the outyears.

HQDA proponent for submitting the Drug Interdiction and Counterdrug Activities, Activities Summary, budget exhibit is SAFM-BUC-I. Data for the exhibit are obtained from exhibits PB43A and PB43B.

MANPOWER BY MANYEARS

DODM 7110-1-M outlines the requirement for the Manpower by Manyear budget exhibit (Exhibit MRTFB-2c). This exhibit provides a numerical summary of military, civilian, and contractor manpower by manyears by installation. Civilian and contractor manyears are displayed into those that are institutionally funded and those that are reimbursed by users (direct). A narrative summary is required to explain upward and downward trends, significant changes between fiscal years, and other unusual entries. Data is displayed for prior year, current year, and budget year.

HQDA proponent for submitting the Manpower by Manyears budget exhibit is SAFM-BUI-R. Data for the exhibit are obtained from information provided by the U.S. Army Test and Evaluation Command and the U.S. Army Strategic Defense Command.

DRUG AND ALCOHOL ABUSE PROGRAM

DODM 7110-1-M outlines the requirement for the Drug and Alcohol Abuse Program budget exhibit (Exhibit DA-1). This exhibit provides, among other data, the total number of military and civilian manpower allocations (manyears) supporting the function. Separate columns are provided for displaying the drug and alcohol functions. Actual manyears are provided for the prior year, and estimated manyears are provided for current year and biennial year plus one.

HQDA proponent for submitting the Drug and Alcohol Abuse Program budget exhibit is DAPE-HR. Data for the exhibit are obtained from special reports from the Army major commands until the OSD Drug Coordination Office standardizes the information required. A Schedule 15 is planned to be developed for future budget exhibits.

SCHEDULE OF CIVILIAN AND MILITARY PERSONNEL

DODM 7110-1-M outlines the requirement for the Schedule of Civilian and Military Personnel budget exhibit (Exhibit PB-4). This exhibit provides summary level data on end strength and manyears by appropriation for both civilian and military personnel. For civilians, separate lines are provided for US direct hire, foreign national direct hire and foreign national indirect hire employees. Numbers of civilian personnel not in the Services or the DOD ceiling are noted. Data are displayed for the prior year, current year, biennial year plus one and biennial year plus two.

HQDA proponents for submitting the Schedule of Civilian and Military Personnel budget exhibit are SAFM-BUC-F, SAFM-BUO-C, and DAPE-MBA-MP. Data for the exhibit are obtained from the PB-4 Report prepared by the Program Analysis and Evaluation Directorate (DACS-DPI), HQDA; reports prepared by USAFISA; and CMORE. Data for CMORE come from various feeder systems. The IMP provides budget strength and workyear data. The CMOD reporting system provides the baseline cost data. Cost factor changes from OSD are manually entered into CMORE, which then processes the data for the budget exhibits.

END STRENGTH BUDGET ESTIMATES RECORDING FORM

DODM 7110-1-M outlines the requirement for the End Strength Budget Estimates Recording Form (DD Form 2235). This form provides end strength data for civilian and military personnel for the prior year, current year, biennial year plus one and biennial year plus two. On-board year end strength data entries for both military and civilian have to be in exact agreement with the PB-4 exhibit.

HQDA proponents for submitting the End Strength Budget Estimate Recording Form are SAFM-BUC-F, SAFM-BUO-C, DAPE-MBB, and DAPE-MBA-MP. Data for the form are obtained from the CP13 Report (Fiscal Year End Strength Estimates/End Strength Distribution Out Year Impact Status Report), the MP 13 Report (Fiscal Year End Strength Estimates/End Strength Distribution Out Year Impact Status Report), and reports from USAFISA.

END STRENGTH DECISION RECORDING FORM

DODM 7110-1-M outlines the requirement for the End Strength Decision Recording Form (DD Forms 2236 and 2236-1). DD Form 2236 is used to record decisions documented by Program Budget Decisions (PBD). End strength change data for civilian and military personnel are documented for the current year, biennial year plus one and biennial year plus two. DD Form 2236-1 is used for budget estimate submissions and for recording PBD decisions. It provides change data for budget year plus one thru biennial year plus four.

HQDA proponent for submitting the End Strength Decision Recording Forms are SAFM-BUC-F, SAFM-BUO-C, DAPE-MBB, and DAPE-MBA-MP. Data for the form are obtained from the CP13 Report (Fiscal Year End Strength Esimates/End Strength Distribution Out Year Impact Status Report), the MP 13 Report (Fiscal Year End Strength Estimates/End Strength Distribution Out Year Impact Status Report), and reports from USAFISA.

BASE REALIGNMENT AND CLOSURE

FINANCIAL SUMMARY

DODM 7110-1-M outlines the requirement for the Base Realignment and Closure, Financial Summary, budget exhibit (Exhibit BC-02). This exhibit provides, among other data, the military and civilian end strength savings and net implementation costs resulting from base closures under the Base Closure and Realignment Act of 1988 (PL 100-526). Both savings and net implementation costs are displayed for FY 1990, FY 1991, FY 1992, FY 1993, FY 1994, and FY 1995. It is anticipated the same requirement will exist for the Base Realignment and Closure Act of 1990, FY 91-97.

HQDA proponent for submitting the Base Realignment and Closure, Financial Summary, budget exhibit is SAFM-BUC-I. Data for the exhibit are obtained from affected MACOMs.

BASE REALIGNMENT AND CLOSURE

SERVICE PACKAGE

DODM 7110-1-M outlines the requirement for the Base Realignment and Closure, Service Package, budget exhibit (Exhibit BC-03). This exhibit provides, among other data, the military and civilian end strength savings and net implementation costs resulting from base closures under the Base Closure and Realignment Act of 1988 (PL 100-526). Both savings and net implementation costs are displayed for FY 1990, FY 1991, FY 1992, FY 1993, FY 1994, and FY 1995. It is anticipated the same requirement will exist for the Base Realignment and Closure Act of 1990, FY91-97.

HQDA proponent for submitting the Base Realignment and Closure, Financial Summary, budget exhibit is SAFM-BUC-I. Data for the exhibit are obtained from affected MACOMs.

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TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

ASSET CONTROL SYSTEM (ACS) AND STANDARD PROPERTY BOOK SYSTEM (SPBS)

1. Proponent. U.S. Army Logistics Center, Fort Lee, Virginia.

2. Description. ACS is a MACOM MIS which provides equipment authorization, asset visibility and catalog data to the MACOM staff, assigned/attached subordinate commands and organizational property book and stock record accounts. ACS receives data from HQDA, AMC and staff sections within the MACOM. Included are:

a. Asset Data. On-hand equipment asset data are received from DESCOM via a monthly broadcast tape from the Continuing Balance System-Expanded (CBS-X). Included are assets for MTOE organizations, stock record accounts and Operational Readiness Fleet (ORF).

b. Authorization Data. This is a compilation of data received from HQDA. Included are authorizations previously input by the MACOM and data received via a HQDA FORDIMS AS (TAADS) tape for attached units. These data are combined to create a VTAADS Cycle IV tape which updates the ACS data base. The ACS data are subsequently broadcast as company level equipment authorizations to SPBS and Standard Property Book System-Redesign (SPBS-R) users. SPBS and SPBS-R interface with ACS for automated authorization and catalog data.

c. Catalog Data. Catalog data (SB 700-20) are received semiannually (Sep/Mar) from the Catalog Data Agency.

d. Prepositioned Materiel Configured to Unit Sets (POMCUS) Data. Data are received from HQDA pertaining to materiel stored for contingency use by FORSCOM and USAREUR.

3. Users. The ACS generates a variety of management reports in diverse data and command stratifications for use by the MACOM staff for status reporting, asset management and redistribution. ACS has the capability to crossfeed authorization and asset data from one MACOM to another.

4. Frequency of Interface. ACS is updated monthly with VTAADS equipment authorization data. Currently, this update occurs on the 20th of each month.

5. Data Elements Involved in the Interface. There are 19 fields for a TDA equipment detail record. Field titles are as follow:

Unit Identification Code (UIC)
Active/Reserve/Mobilization Document Status Indicator
Document Number
Command Control Number
Record Type Detail Master File
Paragraph Number
Line Item Number
Record Status Code
Equipment Nomenclature Long
Filler
Equipment Quantity
Line Item Number Conversion
Line Item Number Effective Date
Reportable Item Control Code
Standard Remarks Code, Equipment
Selective Indicator Code
Printing Requirement Indicator
HQDA Submission Code
Old Record Indicator

6. Update: The ACS was eliminated and Requirements Validation (REQ-VAL) substituted for the requirement.

7. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989. Update provided by Mrs. Sandra Phillips, U.S. Army Force Integration Support Agency, 355-3017.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

ARMY STATIONING AND INSTALLATION PLANNING SYSTEM (ASIPS)

1. Proponent. Assistant Chief of Engineers, HQDA.

2. Description. ASIPS is designed to portray the location, strength and selected equipment of Active Army forces throughout the Five Year Defense Program (FYDP). ASIPS also has the capability of portraying facility requirements for the mobilized force. In other words, TAADS provides ASIPS authorization data to be used by the Office of the Assistant Chief of Engineers (OACE) to assist in determining Active Army facilities requirements for the current or mobilized force.

3. Users. The primary user of ASIPS is OACE. Personnel in OACE use it for analysis and justification of Military Construction, Army (MCA) projects and to answer numerous inquiries. ASIPS is used by the MACOM to document their needs for MCA projects.

4. Frequency of Interface. Semiannually, just prior to the opening of the MOC window.

5. Data Elements Involved in the Interface. One record, the Derivative UIC Summary File, contains a summary of military and civilian (USDH) authorized strengths by document number and UIC. There are 14 fields in this record:

Active or Reserve Document Indicator
Document Number-Command Code Number
Document Number
MACOM
MTOE Modification Number
Command Code Number
Record Type
UIC
UNTDS (from FAS)
Command MACOM
Station Code
Effective Date
Officers Authorized
Warrant Officers Authorized
Enlisted Authorized
Civilians Authorized
Civilians Authorized, USDH
14 position Standard Requirements Code (SRC)

The other ASIPS record, Non-Add Remarks Summary, contains Active Army non-add authorized civilian strengths and uses 11 fields:

Active or Reserve Document Indicator
MACOM
Command Code Number
UIC
Officers Authorized
Warrant Officers Authorized
Enlisted Authorized
Civilians Authorized
Unit Name
U.S. Direct Hire
14 position Standard Requirements Code

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

BASIS OF ISSUE PLAN (BOIP)

1. Proponent: Organization and Document Dierctorate, Deputy Chief of Staff for Combat Development, U.S. Army Training and Doctrine Command.

2. Description: The BOIP system is an automated system used to record, maintain and retrieve personnel and equipment data required to plan the procurement and distribution of equipment end items prior to entry of the items into formal Army authorization documents (and into the TOE and TAADS MIS). The BOIP system is also used to identify ancillary equipment required in conjunction with the introduction of new end items. BOIP is used both as a component of the Structure and Composition System (SACS), where it is employed in making LOGSACS computations, and as part of the Consolidated TOE Update (CTU), where it is used in the creation of Intermediate TOE (ITOE) and Modification TOE (MTOE). Key inputs to the BOIP system are obtained from the TRADOC BOIP File, which contains SRCOD and/or UICOD changes applicable to developmental items and provides the basic input to the HQDA BOIP Update and Maintenance Program.

3. Users: TAADS provides TDA data to the TRADOC Data Processing Field Office, Fort Leavenworth, KS for use in the preparation of the TRADOC BOIP File.

4. Frequency of Interface: Semiannually after the close of the MOC window.

5. Data Elements Involved in the Interface: The TDA Personnel Record for the TRADOC BOIP contains seven fields:

UIC
Grade
MOS
Additional Skill Identifier (ASI)-1
Additional Skill Idenfifier (ASI)-2
Aggregate of Required Strength
Aggregate of Authorized Strength

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

ELECTROMAGNETIC COMPATIBILITY ANALYSIS CENTER (ECAC)

1. Proponent: Electromagnetic Compatibility Analysis Center, Annapolis, MD.

2. Description: ECAC provides an input interface tape to TAADS and receives an output interface from TAADS. The input interface contains selected line item numbers (LIN) for vehicles, antenna and other equipment of interest to ECAC. Using the LIN from the input interface, TAADS must select the appropriate TAADS and TOE data, record the data on the ECAC output interface tape and provide the tape to ECAC.

3. Users: The ECAC.

4. Frequency of Interface: Semiannually in April and October.

5. Data Elements Involved in the Interface: The current ECAC interface contains data from both FORDIMS and FAS. USAISC-P, the system operator for FORDIMS and FAS, combines data from these two systems to produce the magnetic tape. Data elements are provided in seven records: TAADS Parent Unit Header, TAADS Subunit Header Record, TAADS Equipment Detail, TOE Header, TOE Equipment Detail, TOE UIC-1 and TOE UIC-2. Each record contains many fields, but since this system deals only with equipment data, fields will not be listed. Detail can be provided, if required.

6. SOURCE OF INFORMATION: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

FORT LEAVENWORTH TAADS TAPE

1. Proponent: Organization and Document Directorate, Deputy Chief of Staff for Combat Development, U.S. Army Training and Doctrine Command.

2. Description: A complete copy of the approved TAADS Detail File (excluding classified documents) is provided to the TRADOC Data Processing Field Office, Fort Leavenworth, KS, to support TRADOC data processing requirements. TRADOC uses the TAADS data as follows:

a. As the basis for reviewing MTOE documents.

b. As the basis for developing the Living Table of Organization and Equipment (LTOE).

c. As an aid in developing the BOIP.

d. As a reference for approved MTOE and TDA documents.

The interface consists of three separate tape files which, together, contain the complete approved TAADS data. The three files are as follow:

a. TAADS Data - TDA.

b. TAADS Data - MTOE.

c. TAADS Data - MOBTDA.

3. Users: TRADOC.

4. Frequency of Interface: Semiannually at the close of the MOC window.

5. Data Elements Involved in the Interface: Data elements are contained in 10 records: Document Header, UIC, Master SRC, Element SRC, Personnel Subunit Header, Personnel Paragraph Header, Personnel Record MTOE, Equipment Subunit Header, Equipment Paragraph Header and Equipment Record MTOE.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

HQDA DECISION SUPPORT SYSTEM (HQDA DSS)

1. Proponent: Decision Systems Management Office, ODCSPER.

2. Description: HQDA DSS is an umbrella system composed of primary systems to model the strength of officer and enlisted personnel of the Active and Reserve Components and civilian personnel. HQDA DSS is the part of the personnel community's Manning the Force Automation Architecture which projects the strength of the Army for specified force structures--considering Congressionally and Army-imposed strength limitations and policies, fiscal constraints and governmental considerations. In projecting Army strengths, HQDA DSS models all personnel management life-cycle actions--accessions, reenlistments, individual training and education, classifications and reclassifications, promotions, assignments and reassignments and voluntary and involuntary separations--as well as pay, allowances and other personnel-related costs. HQDA DSS models force projections for both peacetime and mobilization. Information produced by the system highlights the readiness implications of personnel considerations on the manning of the force, as well as prescribing a consistent and integrated set of personnel management actions which optimally satisfy force structure requirements and policy limitations.

The principal sources of input data for the HQDA DSS System are the Army Personnel Data Base (TAPDB) for personnel data, the PERSACS for data on personnel authorizations of the current force, TAADS for data on personnel and equipment authorizations of the current force and the BOIP/QQPRI for changes in the force resulting from force modernization.

3. Users: Shared modules interface the personnel community with managers in other functional areas, e.g., budget and program, force structure, personnel authorizations and decision support/management information.

4. Frequency of Interface: For the Personnel Authorizations Module TAADS data base extracts are provided monthly. For SACS, the HQDA DSS interface is run following the close of the MOC window and after HQDA approval of the authorization documents is received. Data are also provided to HQDA DSS for SACS on an as required basis when special SACS runs are required.

5. Data Elements Involved in the Interface: Data elements are contained in four records: TAADS Summary Header File Unit Record for MTOE, TAADS Summary Header File Unit Record for TDA, TAADS Summary Detail File (contains summary level required and authorized quantities by unit), TAADS Summary Detail File Unit Record-Equipment and TAADS Summary Detail File Unit Record-Personnel (contains required and authorized personnel strengths by grade, branch, MOS, AMSCO, Identity, ASI/LIC and Remarks Code for each UIC.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

LOGISTICS STRUCTURE AND COMPOSITION SYSTEM (LOGSACS)

1. Proponent: Deputy Chief of Staff for Operations and Plans, U.S. Army Force Integration Support Agency.

2. Description: LOGSACS is a network of computer programs designed to support the Deputy Chief of Staff for Logistics and Deputy Chief of Staff for Research, Development and Acquisition, HQDA, for information requirements related to Army equipment management functions. LOGSACS computation begins by creating the SACS Force, which is a copy of the Army's Master Force contained in the Force Accounting System (FAS), as of a specified date. Processing matches the units obtained from FAS with the corresponding documents from TAADS or the TOE Computational File, which will be used to obtain the detailed line item number (LIN) quantities of equipment requirements and authorizations computed in Basic LOGSACS. Basis of Issue Plans (BOIP) are then applied to LOGSACS. LOGSACS requirements and authorizations data are computed for the current, budget, and five Program Objective Memorandum (POM) years. The last record for each unit is projected to infinity, unless the unit is scheduled to be inactivated.

3. Users: Army logistics community.

4. Frequency of Interface: Current practice is to run LOGSACS twice a year and as required.

5. Data Elements Involved in the Interface: Data elements are contained in three records: TAADS Summary Header File Unit Record for MTOE (shows the authorization document applicable on particular EDATE for an MTOE unit selected for a LOGSACS computation); TAADS Summary Header File Unit Record for TDA (shows the authorization document applicable on particular EDATE for a TDA unit selected for a LOGSACS computation); and TAADS Summary Detail File Unit Record--Equipment (contains required and authorized quantities by LIN, equipment remark and equipment readiness code for each UIC).

6. Source of Information: Deputy Chief of Staff for Operations and Plans, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

MOBILIZATION TAADS DATA - EUROPE (MOBDATA - EUROPE)

1. Proponent: 1st Personnel Command, Schwetzingen, Germany.

2. Description: The 1st PERSCOM in Europe is involved with personnel planning at the grade and skill level of detail for all units that are in, or projected to deploy to, the European Theater in the event of mobilization. It also has the European Theater mission responsibility for personnel replacement. To support these functions, TAADS must provide complete TAADS mobilization personnel data for Europe. All Active Army, National Guard and Army Reserve units are included in the interface to ensure that authorization data are available as projected troop deployment lists change. Data are provided in a TAADS Summary Detail File which is created from the MOBTAADS data base. Only personnel data are included in the interface.

3. Users: 1st PERSCOM, CINCEUR.

4. Frequency of Interface: Semiannually after the creation of the MOBTAADS data base in May and November.

5. Data Elements Involved in the Interface: The MOBTAADS Summary Detail Record contains MOB summary data at the UIC, Grade, MOS, Branch and AMSCO level of detail.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

MOBILIZATION PERSONNEL PROCESSING SYSTEM (MOBPERS)

1. Proponent: PERSCOM, Alexandria, VA.

2. Description: TAADS data provided to PERSCOM for input to MOBPERS enables ARPERCEN to determine the Individual Ready Reserve (IRR) filler requirements for the Army's Reserve Components (RC). Each month the TAADS authorized strengths for the RC (ARNG and USAR) are aligned with the Reserve unit personnel levels and any existing vacancies are filled with personnel provided by the IRR. ARPERCEN is provided a complete copy of the approved TAADS Detail File. The interface consists of three tape files which, together, contain the complete TAADS data. These files are as follows:

   a. TAADS Data - TDA.

   b. TAADS Data - MTOE.

   c. TAADS Data - MOBTDA.

3. Users: PERSCOM and ARPERCEN.

4. Frequency of Interface: Semiannually at the close of the MOC window.

5. Data Elements Involved in the Interface: Data elements are contained in nine records: Document Header, UIC, Master SRC, Element SRC, Personnel Subunit Header, Personnel Paragraph Header, Personnel Record MTOE (paragraph and line detail), Equipment Subunit Header, Equipment Paragraph Header and Equipment Record MTOE.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

ITAADS INTERFACE WITH OTHER CURRENT ARMY MIS

MOBILIZATION BASE REQUIREMENTS PLANNING SYSTEM (MOBREPS)

1. Proponent: Deputy Chief of Staff for Operations and Plans, U.S. Army Force Integration Support Agency.

2. Description: MOBREPS provides the following:

a. Guidance to Army installations required to develop MOBTDA.

b. A standardized, automated data base with which to identify mobilization requirements by functional area over time for a CONUS organization.

c. An automated means for evaluating CONUS mobilization policies.

d. An automated means for evaluating CONUS mobilization organizations.

TAADS data are one of 40 data sources used to build the MOBREPS data base. MOBREPS uses required and authorized personnel and equipment data extracted from TAADS and unit descriptive data extracted from FAS. The extracted data are for Active Army TDA units in CONUS, as described in the current effect TAADS document and the associated force position in FAS.

3. Users: HQDA, MACOM and installations.

4. Frequency of Interface: Semiannually at the close of the MOC window.

5. Data Elements Involved in the Interface: Data elements are contained in two records: the MOBREPS Equipment Record, which contains unit descriptor data from FAS and required and authorized equipment data from TAADS, and the MOBREPS Personnel Record, which contains unit descriptor data from FAS and required and authorized strengths (officer, warrant officer, enlisted and civilian) from TAADS.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

ITAADS INTERFACE WITH OTHER CURRENT ARMY MIS

MTOE DATA FOR FORTS BLISS AND SILL

1. Proponent: For Fort Bliss, Organization and Personnel Systems Division, Directorate of Combat Development, U.S. Army Air Defense School, Fort Bliss, TX. For Fort Sill, U.S. Army Field Artillery School, Fort Sill, OK.

2. Description: TAADS provides magnetic tapes of MTOE data for selected Standard Requirements Codes (SRC) to Forts Bliss and Sill. These MTOE data are used to monitor how field units organized under the selected SRC have been documented compared with the TOE.

3. Users: U.S. Army Air Defense School and U.S. Army Field Artillery School.

4. Frequency of Interface: At Fort Bliss, interface is produced semiannually at the close of the MOC window. At Fort Sill, interface is produced annually after the March MOC window.

5. Data Elements Involved in the Interface: All personnel and equipment data elements for SRC 44, 06, 39 and 52.

6. Update. The interface was cancelled by Fort Sill and consequently eliminated at Fort Bliss, although Fort Bliss still requires the interface.

7. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989. Update provided by Mrs. Sandra Phillips, U.S. Army Force Integration Support Agency, 355-3017.

ITAADS INTERFACE WITH OTHER CURRENT ARMY MIS

OPERATING AND SUPPORT MANAGEMENT INFORMATION SYSTEM (OSMIS)

1. Proponent: U.S. Army Cost and Economic Analysis Center (USACEAC).

2. Description: OSMIS is a semi-automated system which is used for the identification, collection and dissemination of historical operating and support costs for major fielded weapon/materiel systems of the U.S. Army. OSMIS uses only unclassified Active Army, ARNG and USAR equipment data from MTOE, augmentation TDA and TDA documents.

3. Users: USACEAC.

4. Frequency of Interface: OSMIS is updated by authorization data annually.

5. Data Elements Involved in the Interface: Data elements are contained in two records: Record Type 1 (sequenced by COMPO, Document Number and Command Code Number) and Record Type 2, which contains selected equipment densities for UNCLASSIFIED Army units.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

ITAADS INTERFACE WITH OTHER CURRENT ARMY MIS

POMCUS AUTHORIZATION DOCUMENTS SYSTEM (PADS)

1. Proponent: U.S. Army Materiel Command, AMC Systems Integration Management Activity (SIMA), Chambersburg, PA.

2. Description: PADS contains an authorization document for each POMCUS unit. The document forms the basis for requisitioning POMCUS equipment for USAREUR. PADS data are also widely distributed to MACOM. The POMCUS Authorization Document (PAD) is produced by SIMA based upon data extracted from the TAADS Summary Master File. There are two TAADS extract files which are used to create two separate PADS Master Files as follows:

a. The Company Level TAADS file is created from the TAADS Master File. The Company Level File is sent to SIMA where it is the source of a Company Level PADS data base. The Company Level PADS File is also sent to Europe where it is used by the U.S. Army Combat Engineer Group-Europe (CEGE), the organization responsible for the storage and maintenance of POMCUS equipment.

b. The second file created from the TAADS Master File is the Summary Level TAADS File. The Summary Level File is sent to SIMA where it is used to create the Summary Level PADS data base. Data from the Summary Level PADS data base are widely distributed to various MACOM.

3. Users: ODCSLOG, AMC, SIMA, CEGE and MACOM.

4. Frequency of Interface: Annually.

5. Data Elements Involved in the Interface: Data elements are contained in eight records: POMCUS Company Level MTOE Unit Data Base (company level MTOE unit descriptive data including SRC); POMCUS Company Level TDA Unit Data Record (company level TDA unit descriptive data); POMCUS Company Level TDA Unit Equipment Record (provides required and authorized equipment quantities for TDA units at the company level); POMCUS Company Level MTOE Unit Equipment Record (provides required and authorized equipment quantities for MTOE units at company level); Summary Level MTOE Unit Data (company level MTOE unit descriptive data including SRC); Summary Level TDA Unit Data (company level TDA unit descriptive data); Summary Level TDA Unit Equipment (provides required and authorized equipment quantities for TDA units at company level); and Summary Level MTOE Unit

Equipment (provides required and authorized equipment quantities for MTOE units at company level).

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

ITAADS INTERFACE WITH OTHER CURRENT ARMY MIS

MAJOR COMMAND MILITARY PERSONNEL MANAGEMENT REPORTS SYSTEM (PERMARS)

1. Proponent: U.S. Army Forces Command, Deputy Chief of Staff for Personnel.

2. Description: PERMARS is designed to meet military personnel management requirements common to the staffs of MACOM headquarters. PERMARS produces military personnel management reports and unit organization information.

3. Users: Currently only two MACOM are using PERMARS: FORSCOM and TRADOC.

4. Frequency of Interface: Semiannually at the end of the MOC window and after HQDA approval of the new authorization documents.

5. Data Elements Involved in the Interface: Data elements are contained in three records: Document Header, MTOE Type Detail (paragraph and line detail by UIC), and TDA Type Detail (paragraph and line detail by UIC).

6. Update. PERMARS no longer requires personnel detail from ITAADS, therefore, the interface has been eliminated.

7. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989. Update provided by Mrs. Sandra Phillips, U.S. Army Force Integration Support Agency.

ITAADS INTERFACE WITH OTHER CURRENT ARMY MIS

PERSONNEL STRUCTURE AND COMPOSITION SYSTEM (PERSACS)

1. Proponent: Deputy Chief of Staff for Operations and Plans, U.S. Army Force Integration Support Agency.

2. Description: PERSACS is a network of computer programs which extracts data from FAS, TAADS and the TOE Computational File to provide the military manpower requirements and authorizations for all Active Army and Reserve Component (RC) units for the current, budget and five program years at the grade and MOS level of detail by UIC. The capability exists to apply BOIP to PERSACS. PERSACS data are used in planning and managing such functions as distributing, recruiting, training, assigning and promoting military personnel. PERSACS data are also used as input to other personnel management systems. The principal PERSACS end product is the magnetic tape unit and detail files provided to customers. PERSACS computations are made for both mobilization and non-mobilization scenarios.

3. Users: Office of the Deputy Chief of Staff for Personnel, PERSCOM, National Guard Bureau and Army Reserve.

4. Frequency of Interface: Mobilization and non-mobilization PERSACS are run four times a year (twice each) and as required.

5. Data Elements Involved in the Interface: Data elements are contained in three records: TAADS Summary Header File Unit Record for MTOE (shows the authorization document applicable on particular EDATE for an MTOE unit selected for a PERSACS computation); TAADS Summary Header File Unit Record for TDA (shows the authorization document applicable on particular EDATE for a TDA unit selected for a PERSACS computation); and TAADS Summary Detail File Unit Record--Personnel (contains required and authorized personnel strengths by grade, branch, MOS, AMSCO, ASI/LIC and personnel remark for each UIC).

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

ITAADS INTERFACE WITH OTHER CURRENT ARMY MIS

PLANNING RESOURCES OF LOGISTICS UNITS EVALUATOR (PROLOGUE) AND UNIT RESOURCE EVALUATION (URE)

1. Proponent. U.S. Army Logistics Evaluation Agency (USALEA), New Cumberland Army Depot, New Cumberland, PA.

2. Description. USALEA uses TAADS data as input to PROLOGUE and URE systems. USALEA uses the data contained in the interface tape as the source of required and authorized personnel and equipment for MTOE units.

a. PROLOGUE allows USALEA to analyze logistical units over time for use in the preparation of operations plans. PROLOGUE examines equipment maintenance requirements and capabilities, workload capabilities and manpower requirements. TAADS provides the information to develop required equipment densities by line item number (LIN) and personnel strengths by MOS.

b. URE allows USALEA to determine the personnel and equipment conditions to Army units. TAADS provides MTOE required and authorized personnel strengths and densities of individual units. The TAADS file is one of several input files to the URE system.

3. Users. USALEA.

4. Frequency of Interface. Semiannually at the close of the MOC window.

5. Data Elements Involved in the Interface. USALEA is provided a complete copy of approved TAADS Header and Detail data for MTOE units only (personnel and equipment).

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAAD-R Interface Requirements, June 1989.

ITAADS INTERFACE WITH OTHER CURRENT ARMY MIS

REQUISITION VALIDATION (REQ-VAL) SYSTEM

1. Proponent. U.S. Army Materiel Command, AMC Systems Integration Management Activity (SIMA), Chambersburg, PA.

2. Description. REQ-VAL is used by the intermediate levels of supply and AMC to validate equipment requisitions against equipment authorizations shown in Army authorization documents.

3. Users. The logistics community.

4. Frequency of Interface. Semiannually.

5. Data Elements Involved in the Interface. Data elements are contained in four records: Summary Level MTOE Unit Data Record (summary level MTOE unit descriptive data including SRC); Summary Level TDA Unit Data Record (summary level TDA unit descriptive data); Summary Level TDA Unit Equipment Record (provides required and authorized equipment quantities for TDA units at summary level); and Summary Level MTOE Unit Equipment Record (provides required and authorized equipment quantities for MTOE units at summary level).

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

RESERVE STRENGTH (RSTRENGTH)
CONSOLIDATED ARMY RESERVE STATISTICAL REPORTING SYSTEM (CARSTATS)

1. Proponent. Deputy Chief of Staff for Personnel, HQDA, Information Management Office.

2. Description. RSTRENGTH is used by ARPERCEN to respond to requirest from HQDA and other federal agencies for recurring or one-time USAR statistical strength reports. RSTRENGTH combines USAR unit authorization data from the Organization Forces Data (OFD) system, TAADS, SIDPERS-USAR and the Standard Individual Ready Reserve System (SIRRS) to produce approximately 100 recurring statistical reports and an average of six one-time special reports per month. CARSTATS is one of a number of RSTRENGTH subsystems which receives data from TAADS via an interface and prepares that data for further processing by RSTRENGTH.

3. Users. HQDA, Office of Chief, Army Reserve, ARPERCEN.

4. Frequency of Interface. Monthly.

5. Data Elements Involved in the Interface. Data elements are contained in four records: MTOE Header, TDA Header, TDA Personnel Record (grade, MOS, branch, identity, AMSCO, aggregate required strength, aggregate authorized strength and remark code by UIC) and MTOE Personnel Record (grade, MOS, branch, aggregate required strength, aggregate authorized strength and remark code by UIC).

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

STANDARD CIVILIAN PERSONNEL MANAGEMENT INFORMATION SYSTEM (SCIPMIS)

1. Proponent. PERSCOM (Civilian Personnel), Alexandria, VA.

2. Description. SCIPMIS has been replaced by Army Civilian Personnel System (ACPERS) except in Saudi Arabia where conversion is imminent. SCIPMIS was a standard multicommand management information system designed to operate at the installation level. SCIPMIS directly supported local Civilian Personnel Offices in the day-to-day performance of their civilian personnel management functions (including accounting and statistical reporting). SCIPMIS maintained an automated data base consisting of 123 data elements per serviced employee and produced 94 fixed format reports. Additionally, SCIPMIS provided the following:

a. A standard automated personnel accounting system.

b. CPO documents, such as the "Notification of Personnel Action."

c. An automated Suspense Action File.

d. Automatic inputs to CIVPERSINS.

e. Responses to management needs of the CPO and installation managers.

3. Users. Installations.

4. Frequency of Interface. Semiannually upon receipt of approved authorization documents.

5. Data Elements Involved in the Interface. Data elements are contained in five records: Date Record, Document Header, UIC, Personnel (paragraph, line, position title, grade, series, branch, AMSCO, SWCC, required strength, authorized strength and personnel remarks code) and Paragraph Header.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM II (SIDPERS II)

1. Proponent. PERSCOM, Alexandria, VA.

2. Description. SIDPERS II provides the local commander at the installation/division level with an automated capability to manage Active Army military personnel resources. SIDPERS II is a standard military personnel system which supports personnel and administration functions at the operating level during peacetime, mobilization and wartime. The four major functions of SIDPERS II are as follows:

a. Maintenance of organization and personnel records, which is the key function.

b. Strength accounting.

c. Management reporting.

d. Interface with other systems, e.g., STANFINS, the Centralized Assignment Procedure (CAPIII), the Theater Army Personnel Roll-Up System (TAPER), the Vertical TAADS (VTAADS) and the Enlisted and Officer Master Files (EMF and OMF) at HQDA.

3. Users. The military personnel community, to include HQDA and PERSCOM, MACOM and installation/division commanders.

4. Frequency of Interface. Interface tape is produced as required. The Active Army data in SIDPERS II are updated every other day.

5. Data Elements Involved in the Interface. VTAADS, through a magnetic tape, provides SIDPERS II with data pertaining to each military personnel authorization line (billet) in Section II of TDA and MTOE documents. Active Army personnel data are available from SIDPERS II by UIC, grade, MOS and actual (assigned) strength.

6. Update. SIDPERS II will be replaced by SIDPERS III beginning mid 1993.

7. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989. Update provided by Mrs. Sandra Phillips, U.S. Army Force Integration Support Agency, 355-3017.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

SIDPERS III

1. Proponent. PERSCOM, Alexandria, VA.

2. Description. SIDPERS III integrates the field personnel systems of the Active Army, ARNG and USAR to provide a personnel system responsive to user needs under conditions of combat, mobilization, peace or combinations of these environments. SIDPERS III will satisfy the following requirements:

a. Provide support from the separate detachment through theater Army or CONUS MACOM level.

b. Provide the ability to request timely displays, either standard or ad hoc, in a simple manner and with flexible formats on an interactive basis through the use of a Data Base Management System and associated fourth generation tools.

c. Provide the ability to roll up any level of information, by name or by numbers, at any authorized level for use in management reporting and decision making.

d. Provide information to support a modeling capability for authorized users to support management planning.

e. Provide the capability to perform routine administrative personnel applications, such as filling in forms, creating lists, merging baseline information with textual information, in order to support the lowest possible level user.

f. Provide a baseline of personnel information for other standard Army MIS or local uniques in both Active and Reserve Components.

g. Provide stratified query capability for any authorized users by command level through simple English commands for display on a terminal.

h. Require minimum training of functional users and technical support personnel, using computer based training techniques where possible.

i. Satisfy security and Privacy Act requirements.

j. Provide capability to operate as a terminal-independent system to allow access by any existing or planned terminal, work station, executive terminal or word processor.

k. Exploit advances in new hardware and software technology, such as artificial intelligence, laser printing and storage and outcomes of the High Technology Test Bed.

l. Incorporate standard communications, procedures and screen formats.

m. Provide the ability to process gains/losses and automatically transfer to the gaining/losing command without recapture of data.

3. Users. The Total Army military personnel community, to include HQDA and PERSCOM, MACOM and installation/division commanders.

4. Frequency of Interface. To be determined.

5. Data Elements Involved in the Interface. To be developed.

6. Update. SIDPERS III has been delayed and is scheduled for fielding mid 1993 to early 1994. The scope of SIDPERS III has been modified to eliminate planned ARNG and USAR integration.

7. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989. Update provided by Mrs. Sandra Phillips, U.S. Army Force Integration Support Agency, 355-3017.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

SIDPERS-ARNG

1. Proponent. National Guard Bureau.

2. Description. SIDPERS-ARNG is a Class III standard multicommand MIS designed to provide information for two major functions: strength accounting and personnel management. Within the ARNG, there are two main operating levels:

a. Field Operating Level. Located at each of the states and territories, this operating level has the primary responsibility for the edit and update of the data base in SIDPERS-ARNG.

b. Headquarters Operating Level. Located at the NGB in Washington. This operating level is the central collection agency of the personnel information from the 54 states and territories for ARNG personnel. This headquarters operating level controls the flow of information to and from the states and territories and provides the data base for reports preparation to satisfy DOD, HQDA, NGB and other agencies requesting information.

3. Users. Army National Guard activities.

4. Frequency of Interface. To be developed.

5. Data Elements Involved in the Interface. Data elements are contained in five records: Document Header, Personnel Subunit Header, Personnel Paragraph Header, MTOE Detail (all personnel detail lines, required and authorized subunit strength, required and authorized parent unit strength and net change for required and authorized strength) and TDA Detail (same level of detail as MTOE).

6. Update. SIDPERS-ARNG was originally scheduled to be replaced by SIDPERS III. That decision has been overturned, and SIDPERS-ARNG will continue.

7. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989. Update provided by Mrs. Sandra Phillips, U.S. Army Force Integration Support Agency.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

SIDPERS-USAR

1. Proponent. Deputy Chief of Staff for Personnel, HQDA, Information Management Office.

2. Description. SIDPERS-USAR is an automated MIS designed to support personnel management at all levels of the USAR. Module III, the current version of SIDPERS-USAR, was deployed in February 1985 as a complete replacement for Modules I and II. In addition to the unit support provided by Modules I and II, Module III supports all Reserve units located overseas. The support for overseas units replaces the Reserve Personnel Information Reporting System-Overseas (RPIRS-O). SIDPERS-USAR contains data for COMPO 3 units only.

3. Users. Office of Chief, Army Reserve, U.S. Army Forces Command, U.S. Army Reserve Command, Continental United States Armies, Major U.S. Army Reserve Commands, and USAR units.

4. Frequency of Interface. Monthly.

5. Data Elements Involved in the Interface. Data elements are contained in five records: Document Header, Subunit Header, Paragraph Header, MTOE Detail (all personnel by paragraph and line detail) and TDA Detail (all personnel by paragraph and line detail).

6. Update. SIDPERS-USAR will be replaced by the Reserve Component Automation System (RCAS).

7. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989. Update provided by Mrs. Sandra Phillips, U.S. Army Force Integration Support Agency, 355-3017.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

TOTAL ARMY ANALYSIS (TAA) SYSTEM

1. Proponent. U.S. Army Concepts Analysis Agency (USACAA), Force Analysis Division, Forces Directorate.

2. Description. The TAA System is a network of computer models which use data from TAADS and other sources in an intensive computer-assisted war game and analysis to develop a recommended force structure for the Army. The analysis begins in June and runs through late Auguest every other year at which time a copy of the "T" force containing all changes resulting from the war gaming is provided to HQDA (DAMO-FD) and is added as a work force to the FAS data base. This force is then reviewed, evaluated and/or modified and, on or about the 15th of October, selected "T" Force positions are accepted and data used to replace current "A" Force data in the new Army Master Force.

3. Users. Deputy Chief of Staff for Operations and Plans, HQDA.

4. Frequency of Interface. TAADS provides a magnetic tape semiannually to the TAA system containing the Composite MTOE Unit File in June and December every other year.

5. Data Elements Involved in the Interface. The Composite MTOE Unit Record contains MTOE unit data from TAADS and FAS. TAADS data elements are SRC, UIC, EDATE, Command Code Number, Unit Designation, Paragraph and Line, Required Strength and Authorized Strength.

6. Source of Information. Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

TRADOC TOE/MTOE DATA BASE SYSTEM (TRAC)

1. Proponent. TRADOC Analysis Command, White Sands Missile Range, NM.

2. Description. The TRADOC Analysis Command uses the TRAC TOE/MTOE Data Base System to conduct force structure analysis to support many types of Army studies. These studies include the TOE and TAADS personnel and equipment data.

3. Users. TRADOC.

4. Frequency of Interface. TAADS provides data quarterly.

5. Data Elements Involved in the Interface. Data elements are contained in three records: Summary TAADS Record (shows the authorization document applicable on particular EDATE) and Detailed TAADS File (detailed personnel and equipment records by UIC).

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

UNIT MANNING SYSTEM (UMS)

1. Proponent. PERSCOM, Alexandria, VA.

2. Description. UMS is a set of files, procedures and models developed to support the U.S. Army Cohesion, Operational Readiness and Training (COHORT), Packet Replacement and Regimental programs using HQDA DSS procedures at the U.S. Army Information Systems Command-Pentagon.

COHORT is the Army program for creating cohesive groups of new enlistees, along with their unit cadre, and managing those groups for accession through basic training, advanced individual training, assignment and unit rotation to increase operating efficiency, maximize unit morale and increase unit esprit de corps. The Packet Replacement program provides the means for managing the careers of soldiers within a unit as a packet (group), rather than as individuals for training and reassignment. The purpose of this program is to increase management efficiency and troop morale. The Regimental program provides the means for ensuring that Army regiments are considered as a single unit when training and reassignment decisions are made that affect military personnel in the regiments.

UMS identifies units at the company level of detail and provides the capability to manage those units by accounting for rotation tour dates and the organizational make up of each group.

3. Users. Army trainers and the personnel community.

4. Frequency of Interface. Semiannually after the close of the MOC window and after the Automatic Update System (AUTS) reconciliation process has been completed.

5. Data Elements Involved in the Interface. TAADS provides company level manpower and equipment authorization data to the UMS for combat arms units only. The TAADS Summary Detail File Unit Record-Personnel-Company Level contains required and authorized personnel strengths by grade, branch, MOS, AMSCO, ASI-LIC and personnel remark code for each UIC.

6. Update. COHORT expansion, which TAADS-R was scheduled to support, is currently on hold; therefore, the interface requirement has been temporarily suspended.

7. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989. Update provided by Mrs. Sandra Phillips, U.S. Army Force Integration Support Agency, 355-3017.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

FORCE ACCOUNTING SYSTEM (FAS)

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA.

2. Description. FAS is an automated information system designed to facilitate the recording, maintenance and retrieval of data necessary for force structuring, force planning and account of all units of the Active Army, Reserve Components and unmanned components. The FAS is the Army's authoritative record of force structure decisions and provides users with force structure planning information. Strength data are provided by military identity and civilian category. FAS does not contain force structure data at the MOS and grade level detail. The FAS supports development of command plans by the MACOM, the Troop Action Guidance by the USAR and the Troop Structure Program by the ARNG. Troop lists for the current and budget years and for each of the program years are provided from the FAS.

3. Users. Army force developers at all levels.

4. Frequency of Interface. Semiannually at the end of the MOC window and after the Automatic Update Transaction System (AUTS) reconciliation process.

5. Data Elements Involved in the Interface. AUTS generated transactions update the following FAS data elements: EDATE, assignment code, structure and authorized strengths for military (by identity) and civilian (by direct hire, US; direct hire, foreign national; and indirect hire, foreign national), AMSCO, MDEP, MTOE code, command code number of TAADS document, SRC, UIC and phase code.

6. Source of Information: Army Command Management: Theory and Practice, 1990-1991 for narrative description.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

AUTOMATIC UPDATE TRANSACTION SYSTEM (AUTS)

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA.

2. Description. AUTS is used by the Army to ensure the documented force in TAADS reflects the approved command plan force contained in FAS. AUTS performs a comparison of the current TAADS data base with the FAS and produces reports highlighting any differences. These data are used to assist in the TAADS review process. Since 1988, this force balance has added the Program Budget System data to ensure the documented force is also an affordable force.

3. Users. Army Staff.

4. Frequency of Interface. Semiannually at the close of the MOC window.

5. Data Elements Involved in the Interface. AUTS is a series of programs which automatically compare TAADS/FAS/PBS data by the following elements: UIC, EDATE, required and authorized strengths for military (by identity) and civilians (at summary level), MTOE code, SRC and command control number.

AUTS programming updates have been initiated to capture the differences between TAADS/FAS/PBS at AMSCO and MDEP level of detail.

AUTS programs are also under development to allow force comparison/balancing between TAADS and the Structure and Manpower Allocation System (SAMAS). SAMAS is discussed separately as another system which interfaces with TAADS.

6. Source of Information: Mr. Steve Bice, U.S. Army Force Integration Support Agency, 355-2040.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

STRUCTURE AND MANPOWER ALLOCATION SYSTEM (SAMAS)

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA.

2. Description. SAMAS is scheduled to replace FAS and PBS in June 1991.

3. Users. Army force developers.

4. Frequency of Interface. Same as FAS.

5. Data Elements Involved in the Interface. AUTS generated transactions update the following SAMAS data elements: EDATE, assignment code, required and authorized strengths for military (by identity) and civilians (by type), AMSCO, MDEP, MTOE code, command control number of TAADS document, SRC and UIC, if UIC has not been added to SAMAS.

6. Source of Information: Mr. Steve Bice, U.S. Army Force Integration Support Agency, 355-2040.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

STRUCTURE AND COMPOSITION SYSTEM (SACS)

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA.

2. Description. SACS is a network of computer programs which combines data from several MIS and data bases to provide personnel and equipment requirements and authorizations needed for a specified force structure. SACS output is developed and finalized semiannually and is not subsequently updated. A new computation, based on revised data (BOIP/TAADS/TOE) and force structure information from FAS, is completed for each cycle. The SACS computes requirements and authorizations for a seven-year period (current, budget and the program years). Because the Army manages its people and equipment differently, both a PERSACS and a LOGSACS are completed as different actions, although based on an identical force. Each of these systems are discussed separately.

3. Users. Army force developers and planners, personnelists and logisticians at all levels.

4. Frequency of Interface. Semiannually.

5. Data Elements Involved in the Interface. Same data elements as for PERSACS and LOGSACS.

6. Source of Information: Army Command Management: Theory and Practice, 1990-1991.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

ARMY MANAGEMENT STRUCTURE CODE (AMSCO) DATA BASE INPUT INTERFACE

1. Proponent. Operations, Management, Control and Analysis Branch, Army Budget Office.

2. Description. The AMSCO data base is used to provide a single authoritative, automated source for all valid AMSCO. The data base contains the relationship/crosswalk between each valid AMSCO and other financial management codes, such as the Program Element Code, Defense Planning and Programming Categories, the Appropriation Category, the Five Year Defense Program (FYDP), the Operations and Maintenance, Army (OMA) Program and the OMA Subprogram. In addition, the AMSCO data base contains utility fields for recording important editing and reporting functional indicators, such as the Base Operations Flag, the Functional Category, the Level of Edit Indicator and an indicator which shows whether an AMSCO is valid for manpower, i.e., contains manpower data. TAADS has an AMSCO edit capability.

3. Users. Army financial management community.

4. Frequency of Interface. Annually, or whenever necessary to load interim files associated with the update of the AMSCO data base.

5. Data Elements Involved in the Interface. The AMSCO Extract File contains the official list of valid AMSCO and related financial management codes. The AMSCO Extract Record contains AMSCO and related data.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

ELECTROMAGNETIC COMPATIBILITY ANALYSIS CENTER (ECAC) INPUT INTERFACE

1. Proponent. Electromagnetic Compatibility Analysis Center, Annapolis, MD.

2. Description. The ECAC input interface tape contains selected line item numbers (LIN), which USAISC-P matches against the current TAADS and TOE files, extracts associated data from those files, and returns the extracted data on tape to ECAC as an output interface (see separate description).

3. Users. Army logistics community.

4. Frequency of Interface. Semiannually.

5. Data Elements Involved in the Interface. LIN.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

SB 700-20 MASTER FILE (LIN FILE) INPUT INTERFACE

1. Proponent: Catalog Data Activity, Army Materiel Command, New Cumberland Army Deport, New Cumberland, PA.

2. Description: The SB 700-20 Master File, commonly known as the LIN File, contains all of the generic and national stock number records listed in Chapters 2, 4, 6, 8 and Appendix E of SB 700-20. This file provides equipment-related data for a number of systems via magnetic tape.

3. Users: Army logistics community.

4. Frequency of Interface. Semiannually.

5. Data Elements Involved in the Interface. One record contains equipment information concerning adopted items of material/ADP equipment, developmental/non-developmental items, non-type-classified TDA items and CTA items. The second record contains information concerning deletion and replacement of LIN/NSLIN or National Stock Number (NSN).

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

MANAGEMENT DECISION PACKAGE (MDEP) FILE INPUT INTERFACE

1. Proponent. Program Analysis and Evaluation Directorate, HQDA.

2. Description. The MDEP is an accounting and manpower language data element in PPBES. The MDEP is an eight-year package of dollars and manpower to support a given program or function for a TOE unit, a TDA mission, a weapon or information system, a garrison operation or a special visibility program. The MDEP is used to link the CSA/SA decision and prioritization structure with the FYDP accounts in OSD and the AMSCO accounts for Army funding. The MDEP is used to further link the PROBE data base with FAS and TAADS, DCSPER manpower allocation, the Army Individual Training Requirements and Resources System (ATRRS) and ARPRINT and depot maintenance programs.

3. Users. Army Staff.

4. Frequency of Interface. The MDEP interface is published several times over the two-year Army budgetary cycle to coincide with the publication of a PBG or FYDP. An MDEP file is provided following each program and budget event: the POM submit, the OSD budget submit, the President's budget submit plus at the time any other budget position is published.

5. Data Elements Involved in the Interface. The MDEP record is a list of valid MDEP codes and their titles.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

PERSONNEL OCCUPATIONAL SPECIALTY CODE (POSC) EDIT FILE INPUT INTERFACE

1. Proponent. Soldier Support Center, National Capital Region, Alexandria, VA.

2. Description. The POSC Edit File was formerly called the "DOD, Army and Civilian Occupational Code Data Base System" and referred to sometimes as the "Military Occupational Specialty Code (MOSC) System." The POSC Edit File contains the following:

a. Special Occupational Specialty Data Table Records.

b. Commissioned Officer Specialty Skill Identifier (SSI) Records.

c. Warrant Officer MOSC Records.

d. Enlisted MOSC Records.

e. Civilian Occupational Service Codes (COSC).

This file is made available to users on a magnetic tape and provides the key edit for POSC-related data in a number of systems.

3. Users. Force developers, trainers and military and civilian personnelists Army-wide.

4. Frequency of Interface. Semiannually.

5. Data Elements Involved in the Interface. POSC data elements are as follows: Type of Record, Status Code, DOD Occupational Conversion Information Identifier, Conversion Indicator, Alternate Specialty Codes Validation Field, Authorized Enlisted Pay Grade Range, Security Clearance, Data Check Field and Table Access Code.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

STATUS OF RESOURCES AND TRAINING SYSTEM (SORTS) INPUT SYSTEM

1. Proponent. U.S. Army Command and Control Support Agency (USACCSA).

2. Description. SORTS, formally known as the Unit Status and Identity Reporting System (UNITREP), is designed as the single authoritative source of identity and status information concerning units within the Department of Defense. SORTS was designed to provide certain unit information required for the National Command Authorities, the Joint Chiefs of Staff, HQDA and other subordinate levels of command. SORTS includes all Active Army and Reserve Component MTOE and TDA parent units and subunits. Attributes in SORTS concerning registered units include abbreviated organization name, unit type code, unit level code, major Army command, location data, operational and administrative control, personnel strength, major equipment, plans and readiness. In addition to the data specified in JCS Pub 6, Volume II, Chapter 1, Part 1, the SORTS data base includes data from the FAS, the TOE Published File and Military Personnel Accounting System.

3. Users. All functional areas Army-wide.

4. Frequency of Interface. Monthly.

5. Data Elements Involved in the Interface. The SORTS data base extract record contains unit descriptive data for use by TAADS (UIC, SRC, station name, TPSN, SIDPERS code).

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY SYSTEMS

STANDARD WORK CENTER CODE (SWCC) INPUT INTERFACE

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA, U.S. Army Force Integration Support Agency.

2. Description. Although SWCC is not considered an Army MIS, SWCC data is provided as input to TAADS on a floppy disk, as are MDEP and AMSCO. The SWCC is a three-position code which replaces the five-position Army Functional Dictionary code. SWCC is linked to Manpower Staffing Standards System (MS-3) in that the SWCC is designed to standardize the manpower requirements for work centers performing identical/similar functions or work. By using the SWCC, management has the capability to compare Army-wide commonalities of organization and functions from various management information systems.

The SWCC dictionary is a collection of work center titles and definitions with associated codes and direct categories of work and workload factors. A work center is a group of personnel that use similar machines, processes, methods and operations to perform homogeneous-type work, usually located in a centralized area. Personnel within a work center have duties that are similar or closely related to other work centers that have the same SWCC definition. Currently, SWCC/work center coding applies to all TDA organizations in the Active Army, ARNG and USAR and usually equates to paragraphs within a TDA.

3. Users. Manpower officials at all levels.

4. Frequency of Interface. An updated SWCC file is provided whenever a VTAADS change package is released to the field.

5. Data Elements Involved in the Interface. The SWCC record contains a list of valid SWCC. SWCC appear in the position title field on each personnel line in TDA and MTOE.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

BILLET (TAADS) REPORTING SYSTEM

1. Proponent. Defense Manpower Data Center, Monterey, CA.

2. Description. The Billet (TAADS) Reporting System supports a DOD policy to maintain a centralized DOD data base of the billets authorized or required that will supplement the inventory data provided by the military and civilian reporting systems. This reporting requirement provides information for oversight and evaluation of programs and policies regarding staffing, inventory imbalances and personnel readiness.

3. Users. Currently required by Office of the Secretary of Defense.

4. Frequency of Interface. As required.

5. Data Elements Involved in the Interface. All approved personnel data in TAADS for all COMPO. The Personnel Detail TDA Record contains all TDA data elements by paragraph and line level of detail.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements Supplement, September 1990.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

MOBTAADS SUMMARY DETAIL FILE

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA, U.S. Army Force Integration Support Agency.

2. Description. The MOBTAADS data base consists of documents containing Army required strengths for mobilization. The MOBTAADS data base is created using approved authorization documents from the TAADS data base and data from the Mobilization Troop Basis Stationing Plan (MTSBP). Once the MOBTAADS data base is created, data is provided to the MACOM to support their mobilization planning requirements.

3. Users. Mobilization planners at all levels Army-wide.

4. Frequency of Interface. Semi-annually.

5. Data Elements Involved in the Interface. Data elements are contained in at least 18 records, to include the Personnel Detail MTOE Record (paragraph and line detail); the Personnel Detail TDA Record (paragraph and line detail); and the Equipment Detail Records for both MTOE and TDA.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements Supplement, September 1990.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

ON-LINE TABLE OF DISTRIBUTION AND ALLOWANCES SYSTEM

1. Proponent. Headquarters, U.S. Army Training and Doctrine Command.

2. Description. The "on-line" TDA system is used to create and maintain TDA authorization documents at the MACOM level. Output from the on-line system provides transactions to update VTAADS. The on-line interface ensures that the same edit tables used by TAADS at the HQDA level are used by on-line customers. The edit table data made available through this interface can be used at any authorized site for any other system requiring up-to-date edit table information.

3. Users. Headquarters, TRADOC and its installations.

4. Frequency of Interface. As required.

5. Data Elements Involved in the Interface. All TDA personnel and equipment detail.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements Supplement, September 1990.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

RETIREE MOBILIZATION PREASSIGNMENT MANAGEMENT INFORMATION SYSTEM (RMPMIS)

1. Proponent. Deputy Chief of Staff for Personnel, HQDA.

2. Description. RMPMIS is used to determine where retiree personnel assets will be assigned in units upon mobilization. RMPMIS matches all retiree assets with the authorization requirements of mobilization TDA (MOBTDA).

3. Users. Army mobilization planning and personnel communities.

4. Frequency of Interface. Semiannually.

5. Data Elements Involved in the Interface. All data contained in the TAADS detail file and the MOBTDA file.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements Supplement, September 1990.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

SB 700-20 LIN FILE SUPPORT OUTPUT INTERFACE

1. Proponent. Army Materiel Command, Catalog Data Activity, New Cumberland Army Depot, New Cumberland, PA.

2. Description. The Supply Bulletin (SB 700-20) Master File, commonly known as the LIN File, contains all of the generic and national stock number records listed in Chapters 2, 4, 6, 8 and Appendix E of SB 700-20. The SB 700-20 LIN File Support outface interface file provides data from TAADS to assist in the analysis of equipment used in TAADS in support of the SB 700-20 system. TAADS provides TDA and MTOE equipment data for use at the CDC for computing the Reportable Item Control Code that is published in SB 700-20. The interface data is also used in a match with the SB 700-20 Master File to determine equipment usage activity in TAADS.

3. Users. Catalog Data Activity.

4. Frequency of Interface. Semiannually.

5. Data Elements Involved in the Interface. Equipment detail records from all approved, current and projected TDA and MTOE documents.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements Supplement, September 1990.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

TRADOC SUMMARY DETAIL FILE

1. Proponent. U.S. Army Training and Doctrine Command, Deputy Chief of Staff for Combat Development.

2. Description. The TRADOC Summary Detail File tape is used by TRADOC to create Development Requirements Documents for TDA, Army-wide, to produce the BOIP Master File.

3. Users. TRADOC.

4. Frequency of Interface. Semiannually at the close of each MOC window.

5. Data Elements Involved in the Interface. UIC Summary Detail Personnel and Equipment Records, TDA only, for all Active Army, ARNG and USAR units.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements Supplement, September 1990.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

VTAADS EDIT MASTER FILES

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA, U.S. Army Force Integration Support Agency.

2. Description. Vertical The Army Authorization Documents System (VTAADS) is the MACOM level TAADS MIS responsible for the personnel and equipment authorizations of the Army. It is part of a three-tier, integrated system comprised of FORDIMS AS (TAADS) at the HQDA level, VTAADS at the MACOM level and ITAADS at the installation level.

3. Users. MACOM.

4. Frequency of Interface. Semiannually.

5. Data Elements Involved in the Interface. Military MOS and civilian series.

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements Supplement, September 1990.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

RESERVE COMPONENT AUTOMATION SYSTEM (RCAS)

1. Proponent. Chief, National Guard Bureau with Program Manager responsibility assigned to Office of Chief, Army Reserve.

2. Description. RCAS is a computer-based information resource management and mobilization support system. When fully operational, it will totally integrate information requirements for the Army Reserve and the Army National Guard and will interface with other Army systems. RCAS will be capable of supporting mobilization as defined in the FORSCOM Mobilization and Deployment System (FORMDEPS) and the Army Mobilization and Operations Planning System (AMOPS). RCAS will provide commanders and functional managers in the mobilization management structure of the Total Force accurate, timely and readily accessible information for peacetime preparedness, command and control, readiness and mobilization planning, mobilization execution and support of deployment. RCAS will be located at more than 4,500 sites throughout the continental United States, Alaska, Hawaii, Puerto Rico and Europe.

3. Users. The mobilization management structure which includes HQDA, FORSCOM, the U.S. Army Reserve Command, Continental U.S. Armies, Readiness Groups, Major U.S. Army Reserve Commands, U.S. Army Reserve centers, National Guard Bureau, State Adjutants General, State Area Commands, National Guard armories and mobilization stations.

4. Frequency of Interface. As necessary to support the user demand for authorization information.

5. Data Elements Involved in the Interface. Complete Sections I, Mission (not automated); Sections II, Personnel; and Sections III, Equipment, of TDA, MOBTDA and MTOE resident in TAADS-R, VTAADS and MOBTAADS.

6. Source of Information: Mr. Art Hibbert, U.S. Army Force Integration Support Agency, 355-2040.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

FORCE BUILDER (FB)

1. Proponent. Assistant Deputy Chief of Staff for Operations and Plans (Force Development). The executive agent for FB development is U.S. Army Force Integration Support Agency.

2. Description. Force Builder is a decision support system linked to the PPBES and highly dependent upon existing data bases to produce force development information. First and foremost, FB will articulate a formal Army force development plan--one that takes us from current to future warfighting requirements. This process must then help with unit authorization documentation guidance through the chain of command. Second, FB will identify where execution is out of alignment with what has been planned, programmed and budgeted. It will help target potential alternatives that are too expensive or are not feasible in terms of the timing of resource availability. It must be the mechanism that forces integration between the demand for force capability and the supply of force structure resources. Additionally, FB will help in the informal, day-to-day "what if" analyses that inevitably arise, and it must help communicate information to all the appropriate communities quickly and in the right languages. It must be the principal integration tool for structure and resources.

3. Users. The ODCSOPS system, organization and force integrators (keyed to command level) and the Secretariat/ARSTAF suppliers of force structure and resources.

4. Frequency of Interface. As necessary to support user demand for authorization information.

5. Data Elements Involved in the Interface. For FB development of MTOE/TDA for input into TAADS, current and projected MTOE/TDA contained in the HQDA TAADS data base.

6. Source of Information: Mr. Art Hibbert, U.S. Army Force Integration Support Agency, 355-2064.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

ARMY CIVILIAN PERSONNEL SYSTEM (ACPERS)

1. Proponent. Total U.S. Army Personnel Command, Alexandria, VA.

2. Description. ACPERS is a standard automated civilian personnel system which replaces SCIPMIS. The objective is to provide the Army with a single automated system that will be responsive to civilian personnel administration requirements during peacetime and mobilization.

ACPERS has been briefed as a position driven system. Since ACPERS was designed to be a personnel management tool, ACPERS contains a multitude of data elements related to individual employee information, e.g., dates of personnel actions, in addition to TAADS type data. ACPERS is basically the civilian corollary to the SIDPERS system in the management of Army military personnel.

3. Users. ARSTAF, MACOM, subMACOM and installations.

4. Frequency of Interface. An automated interface will exist between ACPERS and TAADS in TAADS-R. Certainly, ACPERS contains many of the same data elements as TAADS, but initial indications are that Field ACPERS is being loaded manually with TAADS data at the installation level.

5. Data Elements Involved in the Interface. Some of the data elements in ACPERS duplicate those in TAADS, to include TDA paragraph and line, position title, grade, series, C-type, AMSCO, UIC and authorization information (ACPERS goes beyond TAADS in that it can sort by type of individual appointment, i.e., permanent and temporary).

6. Source of Information: Deputy Chief of Staff for Operations and Plans, HQDA, TAADS-R Interface Requirements, June 1989. Updated by Mrs. Susan McSlarrow, U.S. Army Force Integration Support Agency, 355-2064.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

ARMY MANPOWER STANDARDS AND APPLICATIONS SYSTEM (AMSAS)

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA, U.S. Army Force Integration Support Agency.

2. Description. AMSAS automates the application and maintenance phases of the MS-3 program IAW AR 570-5 by standardizing collection, compilation, and analysis of standards applications.

Although AMSAS uses TAADS data, the system does not have an automated link to TAADS. MS-3 analysts request data through the Perkin-Elmer, TDA-DSS or by reviewing TDA printouts. An enhancement to AMSAS is designed to automate transfer of TDA data by SWCC, Grade, MOS/Civilian Series, AMSCO, and Required and Authorized strength to the PC based system for study analysis and upload approved applications to TAADS.

3. Users. MS-3 and manpower analysts at installations, MACOMs, and HQDA.

4. Frequency of Interface. Reports are requested from TAADS during MS-3 Application cycles.

5. Data Elements involved in the Interface. AMSAS uses Paragraph and Line Numbers, Descriptions, SWCCs, Grade, MOS and Civilian Series, MDEP, AMSCO, and Required and Authorized strengths.

6. Source of Information. Ms. Linda Lane, MOFI-STD-E, 355-2534.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

BASE OPERATIONS SUPPORT MANPOWER MODEL (BOSMM)

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA, U.S. Army Force Integration Support Agency.

2. Description. BOSMM is a PC based system which uses detailed TAADS data in order to create a manpower model for programing estimates in base operation support manpower based on a proposed change in force structure. The ability exists to look at data for a single base or for all bases contained in the model and to make comparisons between different bases or MACOMs, to map derivative UICs to parent UICs, and to support unit level changes (e.g., one unit moved from one location to another).

3. Users. BOSMM is used by MACOM and HQDA manpower analysts.

4. Frequency of Interface. TAADS and TAADS-R tapes are requested after each AUTS cycle.

5. Data Elements involved in the Interface. Data elements exported from TAADS are Paragraph and Line Numbers, Descriptions, SWCC, MDEP, Grades, MOS/Civilian Series, ASI/LIC, Branch, Identity, AMSCO, Required and Authorized Strengths, Remarks, and UIC.

6. Source of Information. Ms. Helga Knapp, MOFI-STD-O, 355-2079.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

TABLES OF DISTRIBUTION AND ALLOWANCES-DOCUMENTATION STANDARDIZATION SYSTEM (TDA-DSS)

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA, U.S. Army Force Integration Support Agency.

2. Description. TDA-DSS is an emerging PC based system which uses detailed TAADS data in order to assign and verify Standard Work Center Codes in TAADS. TDA-DSS develops methods and tools to discipline the Army's requirement and documentation process, to identify a credible universe for the MS-3 and survey communities, to facilitate comparative analysis during Total Army Analysis and Force Integration Analysis, to perform manpower profile analysis for the TDA Army and to standardize TDA documentation. These tools consist of the following:

a. SWCC Manager: has the capability to assign and verify SWCC and to modify and update TDA-DSS templates. The SWCC Manager uses TAADS data elements and runs them through detailed algorithms to verify and correct SWCCs.

b. Document Standardization Tool: has additional capability to discipline and standardize the TDA.

3. Users. TDA-DSS will be used by manpower officials at HQDA and MACOMs.

4. Frequency of Interface. An updated SWCC file is provided to TAADS and TAADS-R at a minimum of two times a year; more frequently if changes are warranted. TAADS and TAADS-R tapes are requested after each AUTS for comparative analysis of SWCCs.

5. Data Elements involved in the Interface. The SWCC file contains a list of valid SWCCs. SWCCs appear in the position title field and, additionally, are appended to the AMSCO field on each personnel line in the TDA. Data elements exported from TAADS are Paragraph and Line Numbers, Descriptions, SWCC, MDEP, Grades, MOS/Civilian Series, ASI/LIC, Branch, Identity, AMSCO, Required and Authorized Strengths, Remarks, and UIC.

6. Source of Information. Ms. Helga Knapp, MOFI-STD-O, 355-2079.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

MANPOWER STANDARD DEVELOPMENT SYSTEM (MSDS)

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA, U.S. Army Force Integration Support Agency.

2. Description. MSDS automates forms required by AR 570-5. It automates the manual and repetitive process of recording work measurement and data collection data. It also has the capability to develop Small Population and Single Location MS-3 equations.

3. Users. MS-3 analysts Army wide.

4. Frequency of Interface. Manual comparisons of data contained in MSDS to data in TAADS occurs during the MS-3 Development cycle.

5. Data Elements involved in the Interface. MSDS uses UIC, UIC Title, MACOM, EDATE, CCNUM, SWCC, AMSCO, and Required and Authorized Strengths.

6. Source of Information. Mr. John Patrick, MOFI-STD-O, 355-2079.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

MOBILIZATION BASE REQUIREMENTS MODEL (MOBREM)

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA, U.S. Army Force Integration Support Agency.

2. Description. MOBREM generates manpower and equipment requirements to support a full mobilization scenario. It is intended to provide guidance to installations in order to develop mobilization TDAs. MOBREM produces a series of reports identifying manpower requirements based on identified installation workloads during mobilization.

3. Users. MOBREM supports CONUS based mobilization stations, MACOMs, and ARSTAFF.

4. Frequency of Interface. MOBREM is scheduled to extract from TAADS twice a year. MOBREM uses the TAADS Equipment extract procedure to create a UIC level file containing required and authorized counts of equipment in each of eighteen base operations equipment categories for each UIC in TAADS. MOBREM also uses the TDA strength numbers from TAADS to identify manpower requirements at the UIC level for mobilization installations.

5. Data Elements involved in the Interface. A summary level TAADS equipment report is used: the report aggregates UIC and Line Item Number detail. A summary level TAADS personnel report is used to identify manpower requirements by UIC level.

6. Source of Information. LTC Denis Gulakowski, MOFI-STD-O, 355-2079.

TAADS INTERFACE WITH OTHER CURRENT ARMY MIS

STANDARDS BUILDER/MANPOWER ANALYSIS CORPORATE DATA BASE (SB/MACDB)

1. Proponent. Deputy Chief of Staff for Operations and Plans, HQDA, U.S. Army Force Integration Support Agency.

2. Description. SB/MACDB will provide support in the processes of standards development, application of standards, and linkage of standards development to the PPBES cycle. SB/MACDB will contain five years on-line historical data and fifty years archived data for the purposes of developing Peacetime Manpower Availability Factors, manpower staffing standards and criteria, Workload Projection Models, and time series analysis.

3. Users. HQDA manpower and program analysts.

4. Frequency of Interface. SB/MACDB will not directly interface with TAADS. Some SB/MACDB source systems (ACPERS, SIDPERS-3, etc.) pull data from TAADS. When data is passed to SB/MACDB, it is aggregated to MACOM, UIC, unit alignment code (UAC), location, and Manpower Function Code (consolidated SWCCs and MCNs). Data passed from SB/MACDB will feed Force Builder and SAMAS and will be indirectly provided to TAADS.

5. Data Elements involved in the Interface. Type of data related to TAADS and used by SB/MACDB is MACOM, UIC, UAC, location code (LOCCO) and SWCC.

6. Source of Information. Ms. Enna Roulier, MOFI-STD-O, 355-2079.

OTHER POTENTIAL TAADS INTERFACE

Army Criteria Tracking System

Army Decision Support System

Acquisition Management Milestone System

Army Worldwide Military Command and Control Information System

Concept Based Requirements System

Continuing Balance System Expanded

FORSCOM Mobilization and Deployment Planning System

Facility Planning System

Joint Operation Planning and Execution System

Joint Operation Planning System

Joint Strategic Planning System

Maneuver Control System

Military Standard Logistics System

Mobilization Manpower Planning System

Mobilization Personnel Structure and Composition System

National Disaster Medical System

Officer Distribution and Assignment Subsystem

Output Oriented Resource Management System

Officer Projection Aggregate Level System

Officer Personnel Management System

Program Budget Accounting System

Personnel Authorization Management Document System

Program Performance Budget Execution Review System

Planning, Programming, Budgeting and Execution System

OTHER POTENTIAL SYSTEMS INTERFACE (CONTINUED)

Professional Officer Filler System

Standard Army Civilian Pay System

Standard Army Financial System

Standard Army Financial Inventory Accounting and Reporting System

Support Maintenance Management System

Training Ammunition Management Information System

The Army Maintenance Management System

Training Ammunition Management System

TRADOC Mobilization and Planning System

The Officer Projection Specialty System

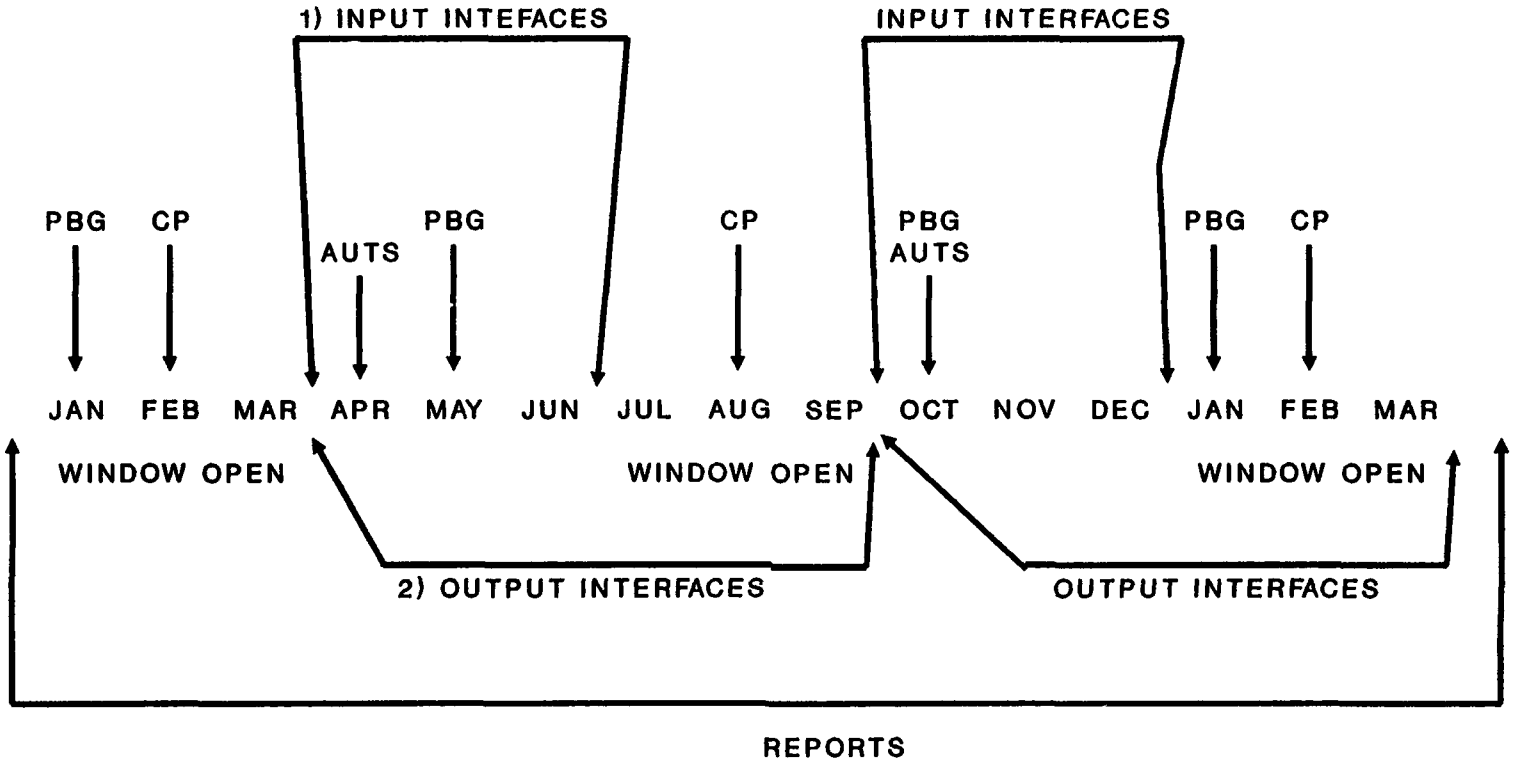
Unit Identification System

Uniform Movement and Material Issue Priority System

Vertical Force Accounting System

Wartime Manpower Planning System

Worldwide Ammunition Reporting System



1) THE MAJORITY OF INPUT INTERFACES ARE RECEIVED IN APR/OCT.
(SEE ATTACHED LIST)

2) OUTPUT INTERFACES OCCUR AT VARIYING TIMES, FROM AS REQUIRED TO ANNUALLY.
(SEE ATTACHED LIST)

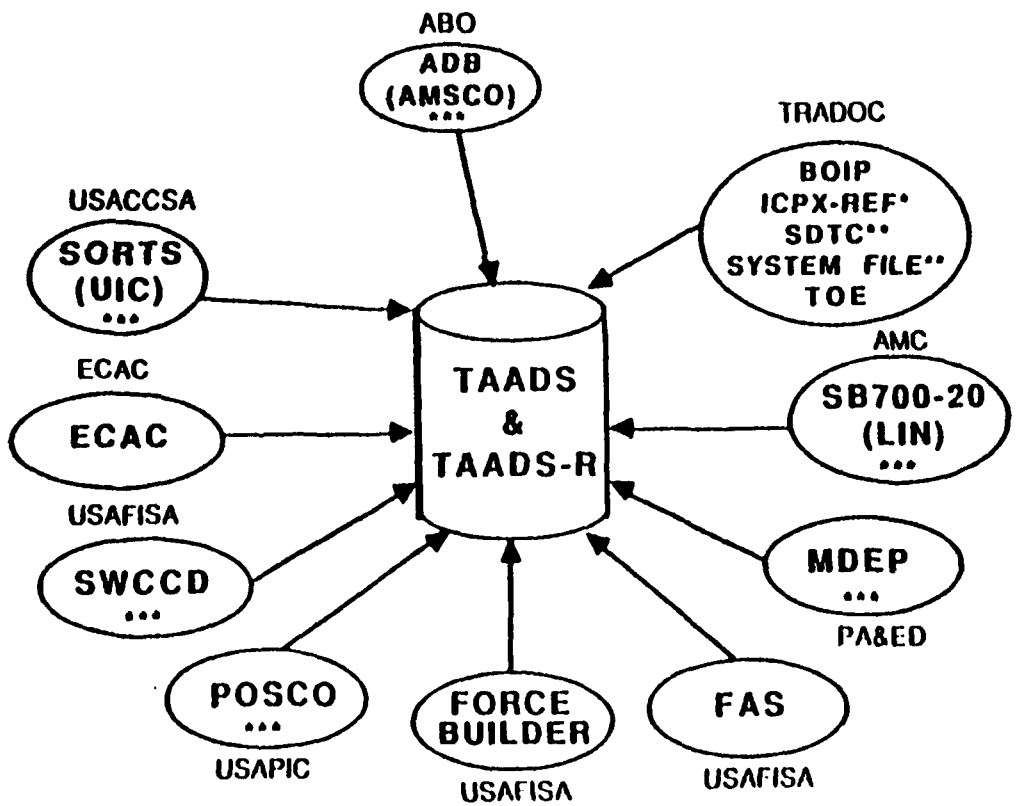
3) REPORTS ARE GENERATED, FROM AS REQUIRED TO ANNUALLY

Figure 1.

MANAGEMENT OF CHANGE PROCESS

US ARMY FORCE INTEGRATION SUPPORT AGENCY

INPUT INTERFACES



* TAADS ONLY
** TAADS-R ONLY
***PRE-EDITED BY TAADS-R SYSTEM ADMINISTRATOR SOFTWARE

TAADS-R
USAFISA

F-2

Figure 2.

INPUT INTERFACES

INPUT INTERFACES

	INTERFACING SYSTEM NAME	FILE PROPONENT	SYSTEM OPERATOR
ADB	ARMY MANAGEMENT STRUCTURE CODE DATABASE	ABC	USAFAC
BOIP	BASIS OF ISSUE PLAN	TRADOC	FT LEAVENWORTH
ECAC	ELECTROMAGNETIC COMPATIBILITY ANALYSIS CENTER	ECAC	ECAC
FAS	FORCE ACCOUNTING SYSTEM	USAFISA	USAISC-P
FB	FORCE BUILDER	USAFISA	USAISC-P
LIN	SB 700-20 MASTER FILE	CDA, AMC	CDA, AMC
MDEP	MANAGEMENT DECISION PACKAGE	PA&ED	USAISC-P
POSCO	PERSONNEL OCCUPATIONAL SPECIALTY CODE EDIT FILE	SOLDIER SPT CTR-NCR	USAPIC
SDTC	STANDARD DUTY TITLE CODE FILE	TRADOC	FT LEAVENWORTH
SWCCD	STANDARD WORK CENTER CODE FILE	USAFISA	USAISEC
SORTS	STANDARD OF RESOURCE AND TRAINING SYSTEMS	USACCSA	USACCSA
SYSTEM FILE	SYSTEM FILE	TRADOC	FT LEAVENWORTH
TOE	TABLES OF ORGANIZATION AND EQUIPMENT SYSTEM	TRADOC	FT LEAVENWORTH

US ARMY FORCE INTEGRATION SUPPORT AGENCY

INPUT INTERFACES

	INTERFACING SYSTEM NAME	FILE PROPONENT	SYSTEM OPERATOR
ADB	ARMY MANAGEMENT STRUCTURE CODE DATABASE	ABC	USAFAC
BOIP	BASIS OF ISSUE PLAN	TRADOC	FT LEAVENWORTH
ECAC	ELECTROMAGNETIC COMPATIBILITY ANALYSIS CENTER	ECAC	ECAC
FAS	FORCE ACCOUNTING SYSTEM	USAFISA	USAISC-P
FB	FORCE BUILDER	USAFISA	USAISC-P
LIN	SB 700-20 MASTER FILE	CDA, AMC	CDA, AMC
MDEP	MANAGEMENT DECISION PACKAGE	PA&ED	USAISC-P
POSCO	PERSONNEL OCCUPATIONAL SPECIALTY CODE EDIT FILE	SOLDIER SPT CTR-NCR	USAPIC
SDTC	STANDARD DUTY TITLE CODE FILE	TRADOC	FT LEAVENWORTH
SWCCD	STANDARD WORK CENTER CODE FILE	USAFISA	USAISEC
SORTS	STANDARD OF RESOURCE AND TRAINING SYSTEMS	USACCSA	USACCSA
SYSTEM FILE	SYSTEM FILE	TRADOC	FT LEAVENWORTH
TOE	TABLES OF ORGANIZATION AND EQUIPMENT SYSTEM	TRADOC	FT LEAVENWORTH

OUTPUT INTERFACES

	INTERFACING SYSTEM NAME	PROPONENT
A PDS-C	ARMY PERSONNEL DATA SYSTEM - CIVILIAN	PERSCOM
ACS	ASSET CONTROL SYSTEM	USALOGC
ASIPS	ARMY STATIONING AND INSTALLATION PLAN SYSTEM	USACE
BOIP	BASIS OF ISSUE PLAN SYSTEM	TRADOC
FAS	FORCE ACCOUNTING SYSTEM	USAFISA
FB	FORCE BUILDER	USAFISA
HODADSS	HEADQUARTERS DEPARTMENT OF THE ARMY DECISION SUPPORT SYSTEM	USADSMA
FT LEAVENWORTH	FT. LEAVENWORTH TAADS TAPE	TRADOC
LOGSACS	LOGISTICS STRUCTURE & COMPOSITION SYSTEM	USAFISA
MOBTAADS	MOBILIZATION TAADS DATA - EUROPE	1ST PERSCOM
MOBPERS	MOBILIZATION PERSONNEL PROCESSING SYSTEM	PERSCOM
MOBREPS	MOBILIZATION BASE REQUIREMENTS PLANNING SYSTEM	ODCSPER
MTOE DATA	MODIFICATION TABLE OF ORGANIZATION AND EQUIPMENT DATA FOR FORT BLISS AND FORT SILL	FT BLISS AND FT SILL
OSMIS	OPERATING AND SUPPORT MANAGEMENT INFORMATION SYSTEM	USA COST & ECONOMIC ANALYSIS CTR
PADS	POMCUS AUTHORIZATION DOCUMENTS SYSTEM	AMC
PERSACS	PERSONNEL STRUCTURE & COMPOSITION SYSTEM	USAFISA
PROLOGUE-URE	PLANNING RESOURCES OF LOGISTICS UNITS EVALUATOR AND UNIT RESOURCE EVALUATION SYSTEM	USALEA
REQ-VAL	REQUISITION VALIDATION SYSTEM	AMC
RSTRENGTH (CARSTATS)	RESERVE STRENGTH CONSOLIDATED ARMY RESERVE STATISTICAL REPORTING SYSTEM (COMBINED ARMY RESERVE STATISTICAL REPORTING SYSTEM)	ODCSPER
SACS	STRUCTURE AND COMPOSITION SYSTEM	USAFISA
SCIPMIS	STANDARD CIVILIAN PERSONNEL MANAGEMENT INFORMATION SYSTEM	CIVPERCEN
SIDPERS	STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM	PERSCOM
SIDPERS III	STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM III	PERSCOM
SIDPERS-ARNG	STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM - ARMY NATIONAL GUARD	ARNG
SIDPERS-USAR	STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM - USAR	ODCSPER
TAA	TOTAL ARMY ANALYSIS SYSTEM	USA CONCEPTS ANALYSIS AGENCY
TRAC	TRADOC ANALYSIS CTR	TRADOC
UMS	UNIT MANNING SYSTEM	PERSCOM

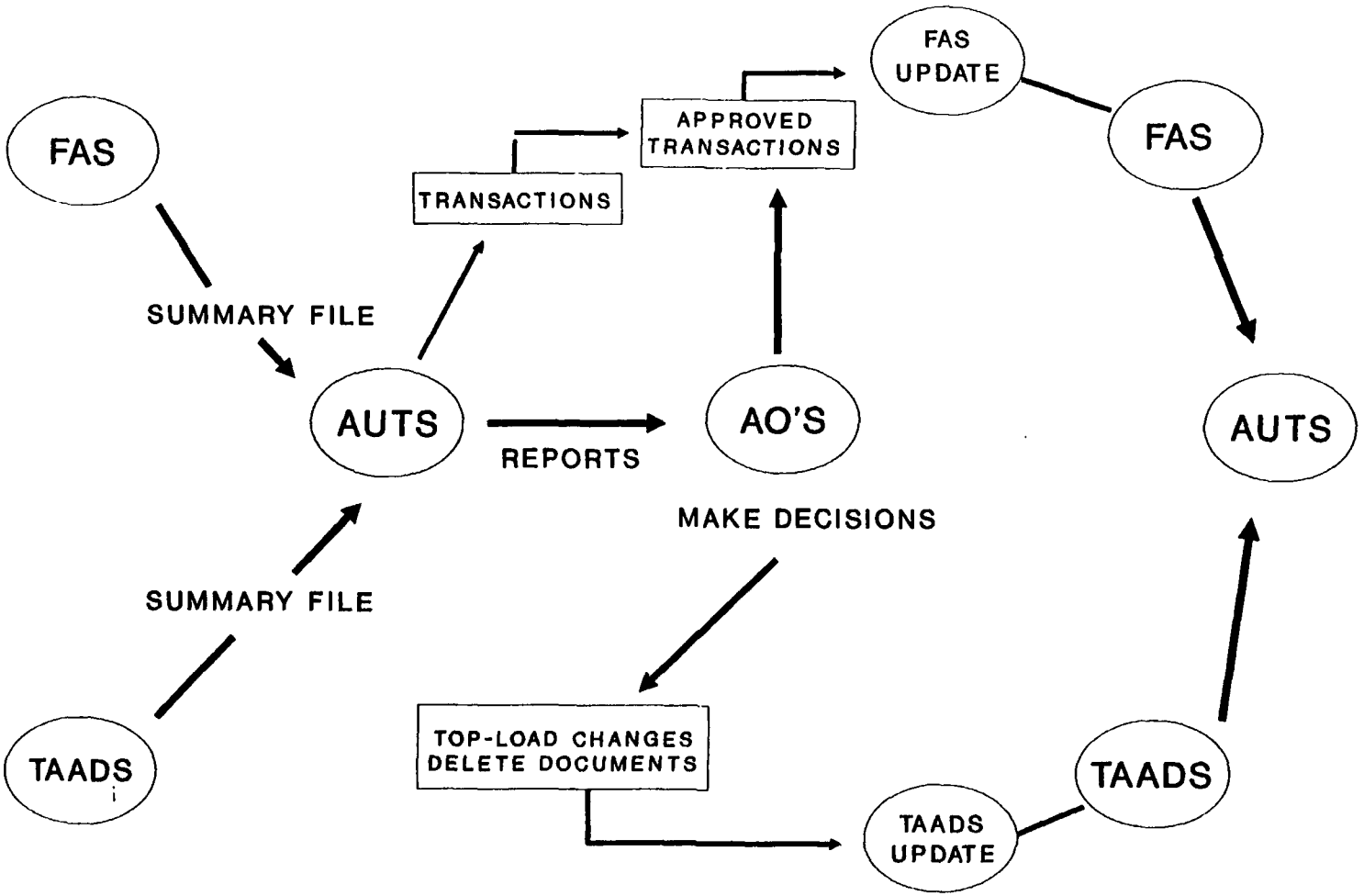


Figure 3.

AUTS INTERFACE WITH TAADS AND FAS

HOW SACS WORKS

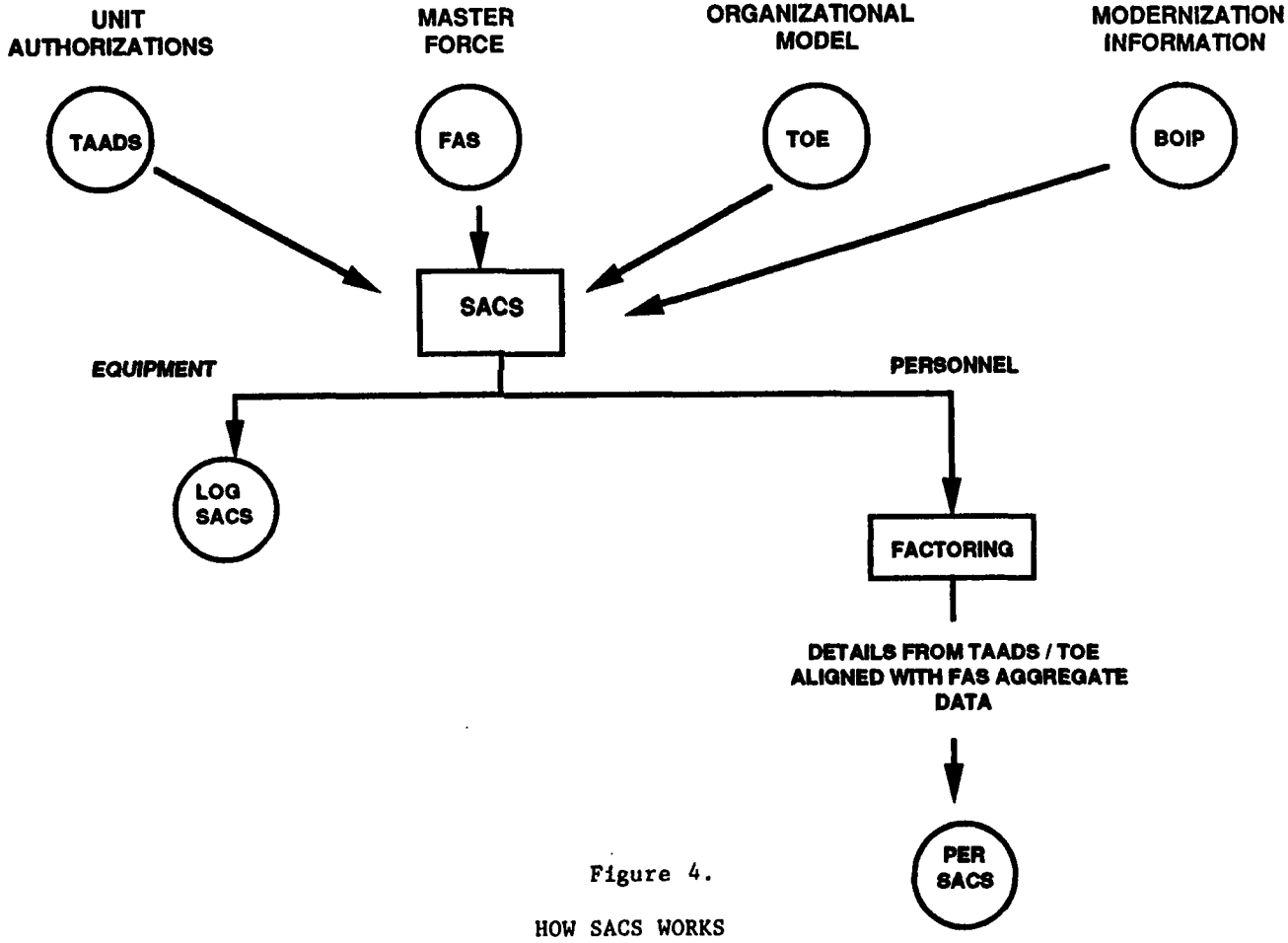


Figure 4.

HOW SACS WORKS

FDMIS Calendar of Events and System Synchronization: CY91

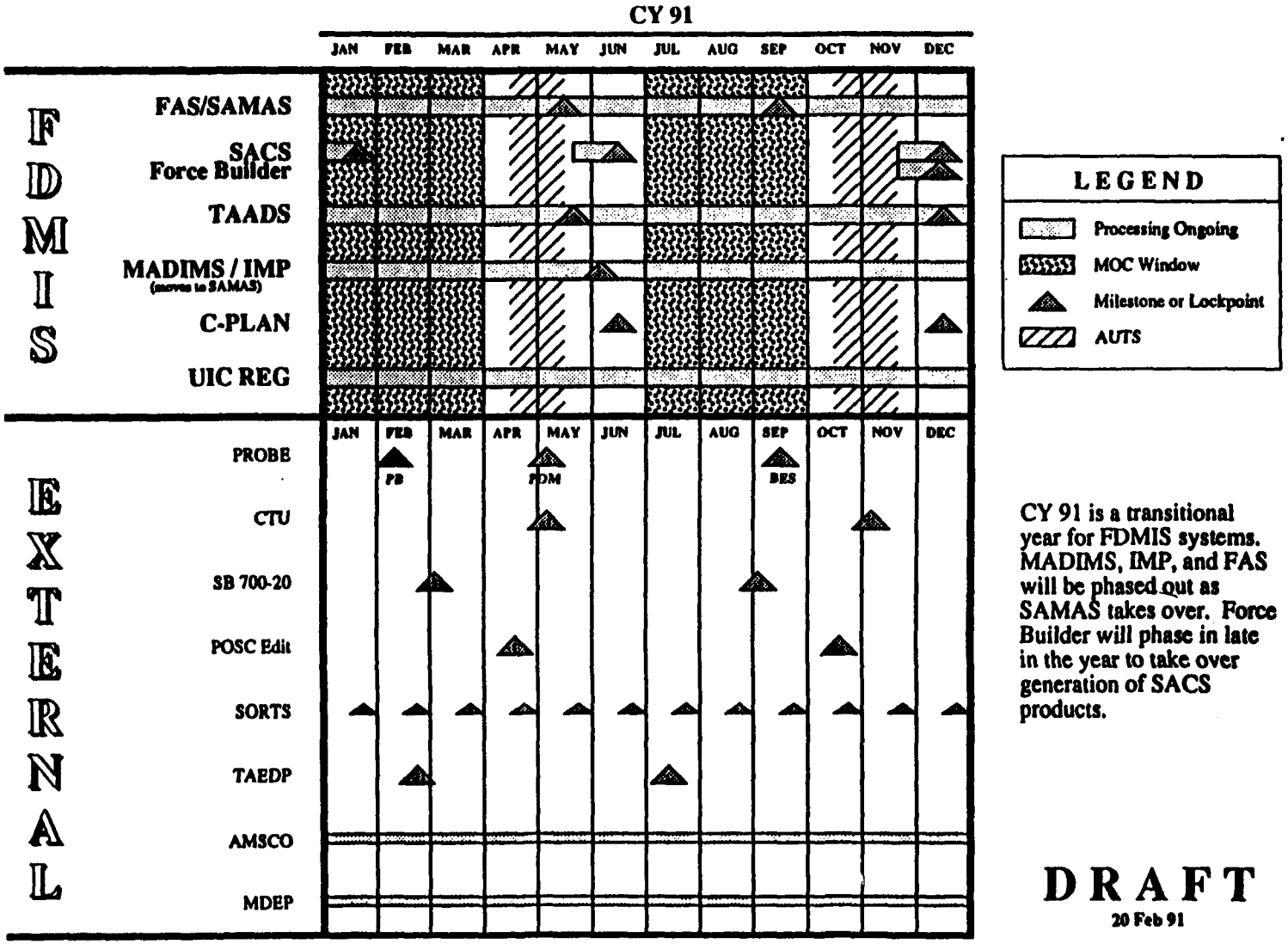


Figure 5.

ARMY STATIONING AND INSTALLATION PLANNING SYSTEM (ASIPS)

ASIP USER'S GUIDE (EXTRACT)

Printed: 01/08/91

SOURCES OF ASIP DATA

Since all data contained in the ASIP database is acquired from other approved sources, it is very important to understand what these sources are and what data is being used. The following source databases feed the ASIP:

1. FAS M Force

The importance of this database cannot be over-emphasized!! It is the foundation upon which the ASIP is based, since it contains the official record of all planned structure and location changes for Army MTOE and TDA units as approved by HQDA.

The Force Accounting System (FAS) is an automated management information system designed to facilitate the recording, maintenance and retrieval of data necessary for force structuring, force planning and accounting of all units in the active army, reserve and unmanned components.

It is a component of the ODCSOPS Force Development Management Information System (FDMIS) and is the responsibility of HQDA (DAMO-FD). The primary uses of FAS include:

a. Manage data necessary for the accounting and control of all units of the Active Army and reserve components.

b. Record implementation of guidance from Congress, OSD and HQDA affecting force structure.

c. Serve as the basis for a MACOM's command plan processing and interface with Vertical Force Accounting System (VFAS).

d. Provide information in support of resource managers/coordinators in executing their management functions.

The FAS consists of two primary elements for daily accounting purposes: the working force (Working A Force) and the approved force (Living M Force). Unit records in these forces are maintained at parent unit level. This means that all elements of an identified unit are assumed to be at the parent unit location.

The Working A Force is the force upon which pending changes are applied and structure plans are overlaid. This force changes daily and is used by DCSOPS to test the impact on the force.

The Living M Force is the official Force that is updated nightly with approved changes that have been previously entered into the Working A Force. It includes all scheduled scrubs and all data checks conducted to that point in time. It is from this Living M Force that all MTOE and TDA unit data at organic unit level is extracted for inclusion in the ASIP.

The ASIP reflects the data contained in the latest updated Living M Force for Active Army MTOE and TDA units.

2. TAADS

The Living M Force data we have described above, however, does not

identify split or derivative units which are separated from their parent units. What about the TOE engineer company that is at Ft. Dix when its parent battalion is at Ft. Devens, or the TDA support element at Ft. Greely whose parent TDA is at Ft. Richardson? These split units do not appear in FAS. The answer lies in The Army Authorization Documents System (TAADS).

TAADS is an automated system for developing and documenting organizations which reflect personnel and equipment necessary to support assigned missions of Army units. The final products of this system are MTOE and TDA documents which identify authorizations by unit UIC. These documents also identify split or derivative elements located apart from the parent unit, and assign each element a derivative UIC which is a subset of the parent UIC. From this UIC the location of the split elements can be determined.

TAADS is the responsibility of HQDA-DCSOPS and is managed by DAMO-FD. TAADS includes:

a. TDA File - Contains data for derivatives of TDA units located at installations different from the parent unit. Strength authorizations from the latest document are used in the ASIP to project derivative strengths throughout the ASIP reporting period.

   This file also identifies another category of personnel authorizations not accounted for in FAS, i.e., non-additive authorizations. These are personnel authorizations that are filled by people not accounted for in the Army authorized end strength. Examples are National Guard and Reserve personnel authorized for active duty to fill specifically approved positions and other service personnel that support the unit. These non-additive authorizations are also extracted from the latest TDA document of each unit for inclusion in the ASIP under the category of Other Tenants.

b. MTOE File - Includes data for MTOE unit splits located at installations different from the parent unit. Strength authorizations from the latest document are used to project split strengths throughout the ASIP reporting period.

3. FIELD DERIVATIVE (ADDITIVE AUTHORIZATIONS) DATABASE

Experience with the ASIP process has shown a substantial number of derivative or split units to be either not documented or improperly documented in TAADS. Therefore, the ASIP process includes a MACOM/installation review and feedback step. This step includes the identification and reporting of non-documented derivative or split units. The units so reported are processed to the Field Derivative Database by OACE for incorporation in future editions of the ASIP. The Field Derivative Database also includes derivative units of Full Time Unit Support (FTUS) TDAs (additive authorizations). These FTUS derivative units are carried under the name of the reserve unit the FTUS unit supports and are maintained in the database by OACE for those derivative elements not documented in TAADS.

4. FIELD DERIVATIVE (NON-ADDITIVE AUTHORIZATIONS) DATABASE

Since TAADS does not generally provide for non-additive authorizations

to be accumulated and reported for derivative units, a Field Derivative Database for these authorizations has been established by OACE. As of December 1990, this database contains non-additive authorizations for FTUS derivative units (under the name of the reserve unit the FTUS unit supports) and for some commissary derivatives.

5. ATRRS

The next major population to be identified is the student load at Army installations. Many stations have significant school populations that are programmed based upon the Army's projected individual training needs. The source of this data is the Army Training Requirements and Resources System (ATRRS).

ATRRS is a Headquarters Department of the Army, Deputy Chief of Staff for Personnel (HQDA-DCSPER) information system in support of institutional training missions. It integrates requirements for individuals to be trained with the process by which the training establishment is resourced and class schedules are developed.

A major product of ATRRS is the Army Program for Individual Training (ARPRINT). The ARPRINT is the mission document which provides guidance on trainee and student inputs. This data is provided to US Army reception stations, training centers and service schools to identify requirements for trained manpower over time.

From the ARPRINT, DCSPER provides OACE a data extract of projected student **structure loads** (see definition below) for all students at Army schools and Army students at non-Army schools for the current FY and the next two programming FYs. This data is provided by school code (location) and is provided in the following categories:

1. PCS Student (Course more than 19 weeks, 4 days)
2. TDY Student (Course less than 19 weeks, 5 days)
3. Trainee (BT, OSUT or AIT level 10 courses)

Trainees include those in Basic Training (BT), One Station Unit Training (OSUT), and entry level (level 10) Advanced Individual Training (AIT).

Students include all non-trainee personnel attending an official Army individual training course of instruction as specified in the Army Formal Schools Catalog.

The ARPRINT does not include non-Army students at non-Army schools. They must be identified separately by the installation and forwarded to DAEN-ZCI-P for inclusion in the ASIP database.

The **structure load (SL)** is defined as the total course requirement in students (RQT) times the course length (CL) in weeks divided by 50 available training weeks during the year.

$$(SL) = \frac{\text{Student Reqt (RQT) X Course Length (LGTH)}}{\text{50 Available weeks}}$$

The structure load therefore represents the average class size needed to train the annual student requirement assuming the load can be equally distributed over the year.

From the ARPRINT structure load data, a **Billeting Load (BL)** is calculated for each school, category of student and reporting fiscal year in the ASIP. This load represents the bed space requirements for each course and is determined

as follows:

(1) PCS Students: BL = SL

(2) TDY Students: BL = SL

(3) Trainees:

(a) AIT Trainees: BL = SL

(b) Basic Trainees: BL = SL X (10 Wks/8 Wks) = SL X 1.25

(c) OSUT Trainees: BL = SL X (16 Wks/14 Wks) = SL X 1.14

The adjustments to Basic and OSUT modify the POI course length to include a fill week at the beginning and a maintenance week at the end of each course. This increases Basic to 10 weeks and OSUT to 16 weeks.

All ASIP loads after the second student program year are assumed to be equal to the second program year Billet Load.

A fourth category of Trainee, the **Receptee**, is calculated by OCE from the above data. This category captures inductees processing in for BT or OSUT at the reception stations located at Basic Training installations. This loading is based on the Basic/OSUT structure load and assumes a course length of .837 weeks over 48 available training weeks in the year. It is calculated as follows:

Receptee BL = (BT RQT + OSUT RQT) X .837 / 48

= (BT SL X 50 / 8 X .837 / 48) + (OSUT SL X 50 / 14 X .837 / 48)

= (BT SL X .109) + (OSUT SL X .062)

6. OT (Other Tenants) Database

The Other Tenants (OT) database contains records that identify all other authorized permanent tenants at an installation that have not been identified from the above sources. The data is submitted by the MACOMs and installations and is validated and maintained by HQDA (DAEN-ZCI-P). This database includes records for the following types of tenants:

a. Non-active Army authorizations of Army TDA Activities.

b. Non-active Army authorizations of Defense Agencies and Joint Activities.

c. Non-active Army authorizations of non-Army DOD activities.

d. Non-active Army authorizations of other governmental activities.

e. Non-active Army authorizations of non-governmental activities.

To be included in the Other Tenants (OT) database, an activity should be authorized to perform functions or conduct business on a day-to-day basis for a period of one year or longer on the installation through the proper execution of one of the following documents:

1. Official Orders.

2. A Memorandum of Agreement (MOA).
3. A Memorandum of Understanding (MOU).
4. An Interservice Support Agreement (ISSA)
5. A Contract.

ASSUMPTIONS

In order to use the sources identified above as the basis upon which to build a population projected model of Army installations, certain assumptions must be made. These include:

1. The FAS Living M force is an accurate portrayal of the approved HQDA force structuring plan over the current POM period.

2. The latest MTOE and TDA documents contained in the TAADS databases as augmented by MACOM/installation provided field data reflect all current unit splits to other locations by derivative UIC and split population.

3. The ATRRS database accurately reflects HQDA programmed student structure loads at Army schools, and this data can be used to project student loads over the POM period.

4. TOE and TDA unit splits as currently reflected in the latest TAADS documents as augmented by MACOM/ installation provided field data will continue to exist as long as the parent unit exists in the planning force, and these sources provide an accurate estimate of their projected strengths at these locations over the POM period.

ASIP CREATION METHODOLOGY

We have now identified sources for the data needed to account for installation populations and some assumptions which are implicit in the use of these sources. Now, how do we put it all together to produce this document called the ASIP?

The following is a summary of the process which creates the ASIP database:

1. Create TOE/TDA ASIP from FAS

First, the necessary records and data fields are downloaded from the FAS Living M Force. See Appendix C for a list of fields. Remember that FAS contains a record for every accountable transaction planned for a unit, which means there could be a lot of transactions for one particular unit during a fiscal year (FY). Some of these transactions represent positions that have been documented in TAADS (contains a document that supports the position) and others do not. We are interested in displaying what a unit looks like at the end of each FY. Therefore, for each FY we use the data from the documented record which is closest to the end of the FY (30 September). If no documented record exists for the FY, we use the closest record. In addition, undocumented records that are bracketed by documented records will not be used unless they describe a unit activation, inactivation or relocation. Using the test data records below as an example:

EDATE	UICCC	STNNM	STATUS	
890815	W123AA	FT MEADE	DOCUMENTED	
890915	W123AA	FT MEADE	DOCUMENTED	
891005	W123AA	FT MEADE	DOCUMENTED	
891116	W123AA	FT ORD	UNDOCUMENTED	
900915	W123AA	FT ORD	UNDOCUMENTED	(DELETE)
901105	W123AA	FT ORD	UNDOCUMENTED	(DELETE)
910515	W123AA	FT ORD	UNDOCUMENTED	(DELETE)
910715	W123AA	FT ORD	DOCUMENTED	
910915	W123AA	FT ORD	UNDOCUMENTED	(DELETE)
911005	W123AA	FT ORD	DOCUMENTED	
920930	W123AA	FT ORD	UNDOCUMENTED	
930930	W123AA	FT ORD	UNDOCUMENTED	

The records marked (DELETE) will not be used in the selection process since they are bracketed by documented positions and are not activation, inactivation or relocation records. FY records are therefore selected as follows:

The selected FY89 position is 890915 since it is the closest remaining record to the end of FY89.

The selected FY90 position is 891116 since it is the closest remaining record to the end of FY90.

The selected FY91 position is 910715 since it is the closest remaining record to the end of FY91.

The selected FY92 position is 920930 since it is the closest

remaining record to the end of FY92.

The selected FY93 position is 930930 since it is the closest remaining record to the end of FY93.

The selected FY94 position is 930930 since it is the closest remaining record to the end of FY94.

The selected FY95 position is 930930 since it is the closest remaining record to the end of FY95.

We have now created a FAS ASIP which contains the official Army description of every parent unit in the approved force at the end of each FY that we are interested in (current year and next 6 years).

2. Modify FAS ASIP based upon TAADS derivatives

Now we need to add all of the derivative or split units that we have located in TAADS. We need to do this, however, in a way that does not threaten the integrity of our FAS data. We must insure that if we sum the ASIP MTOE and TDA populations for any FY, we will always get the same result as we do when summing the FAS Living M Force using the same records. Our assumption is that FAS is always right!

The derivative unit data has been obtained from the newest TAADS document for each Army unit. This represents the latest planning document in the system. We now assume that the data in this document accurately describes the condition of each derivative at the end of each of our reporting FYs. What this really means is that our data is an estimate for all FYs except the document year. It is, however, our best guess at the future strength of each derivative.

We now investigate each derivative record. If we can find a parent record in the FAS ASIP for this derivative, and if the location of the derivative is different than the parent, we add a derivative record and reduce the population data of the parent by the amount of the derivative. The result is an ASIP database showing added derivatives which are at a different location than their parent.

As of the Winter 1990/91 edition of the ASIP, we report authorizations at the company level for all companies of a battalion having one or more companies split out to an installation other than the headquarters installation. In these cases, the parent battalion record is retained and displayed in the ASIP report at the headquarters location. Based on the derivative subtraction logic explained in the paragraph above, the battalion record should show zero population. However, there will be instances where the projected population for the battalion from FAS will be different than the sum of the populations for each of the battalion's companies as documented in TAADS. Therefore, the battalion record becomes a carrier record indicating these population differences.

In this way, we have maintained the integrity of the FAS population totals as we add derivative units. The sum of the ASIP parent and its derivatives will always equal the original sum of

the FAS parent. It is possible, however, for the ASIP parent record to have a negative population after being reduced by the amount of it's derivative units! Do not let this upset you. It simply identifies projected FAS reductions which have yet to be documented in TAADS, or perhaps it signals an error in the FAS data itself.

3. Modify FAS ASIP based upon field derivative (additive authorizations)

As previously indicated herein, not all derivatives or split units are documented in TAADS. Therefore, we utilize the Field Derivative Database (Additive Authorizations) to add derivatives or split units reported by the field. Again, we assume the data from this database describes the condition of each derivative at the end of each of our reporting FYs. These derivative records reduce the population data of the parent by the amount of the derivative. This completes the processing of active Army MTOE and TDA authorizations within the ASIP database.

4. Append TAADS NONADD file to ASIP

If you recall, we also identified from the latest TAADS document the non-additive authorizations for each TDA unit. These represent unit authorizations that are not accounted for in FAS, and are additions to existing authorizations.

Because these are not active Army authorizations, they are coded as 'Other Tenants' rather than 'TDA'. This insures that MTOE and TDA totals will always be consistent with FAS. The NONADD records are appended to the ASIP if their UIC currently exists in the FAS.

5. Modify ASIP Based upon field derivatives (non-additive authorizations

Some of the TAADS non-add records that we just added to the ASIP have non-add derivatives identified in the Field Derivative Database (Non-Additive Authorizations). We must add these derivatives to the ASIP, if the parent exists, and reduce the parent non-additive authorizations accordingly.

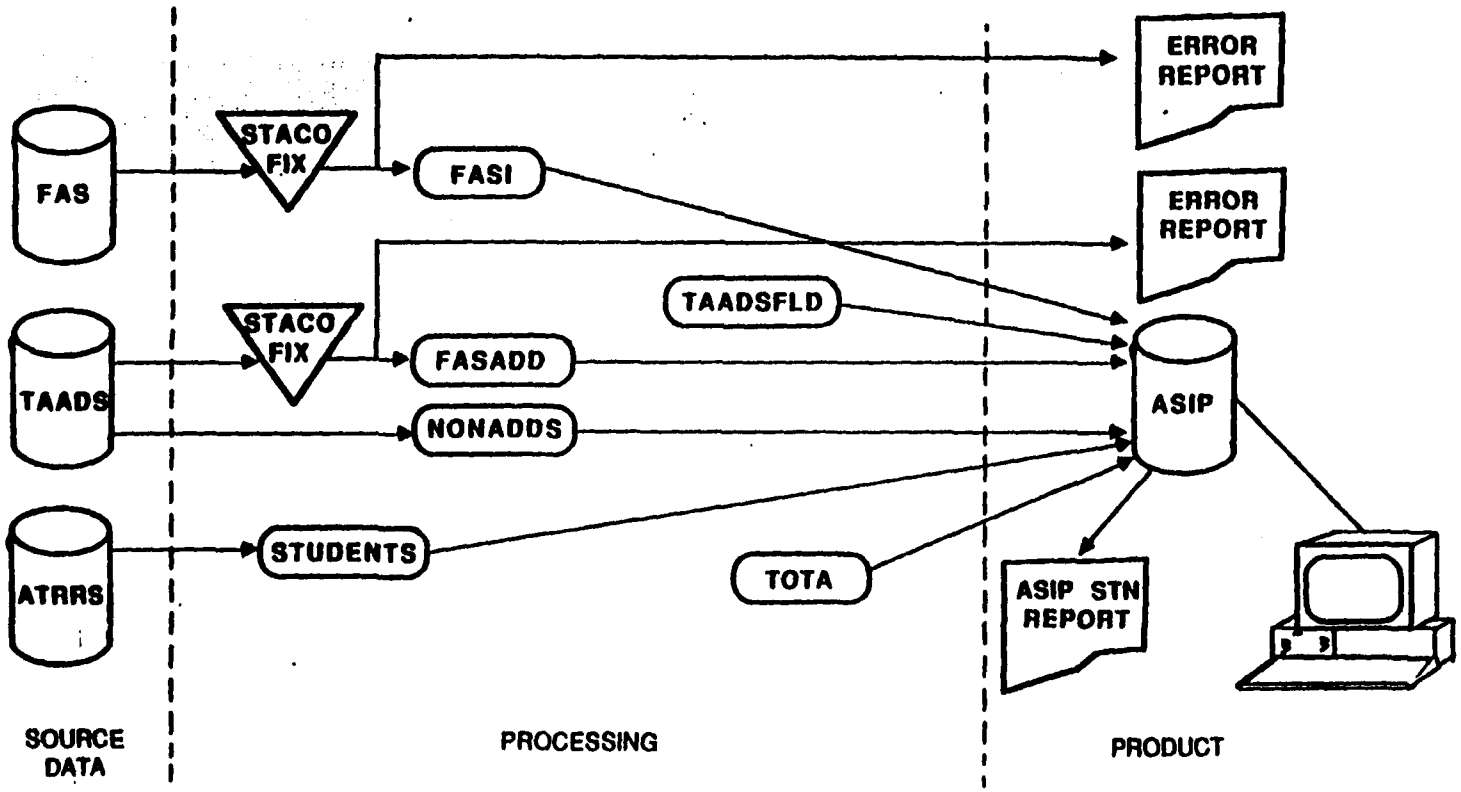
6. Append ATRRS STUDENT file to ASIP

Student records are created from the ATRRS data and are appended to the ASIP database.

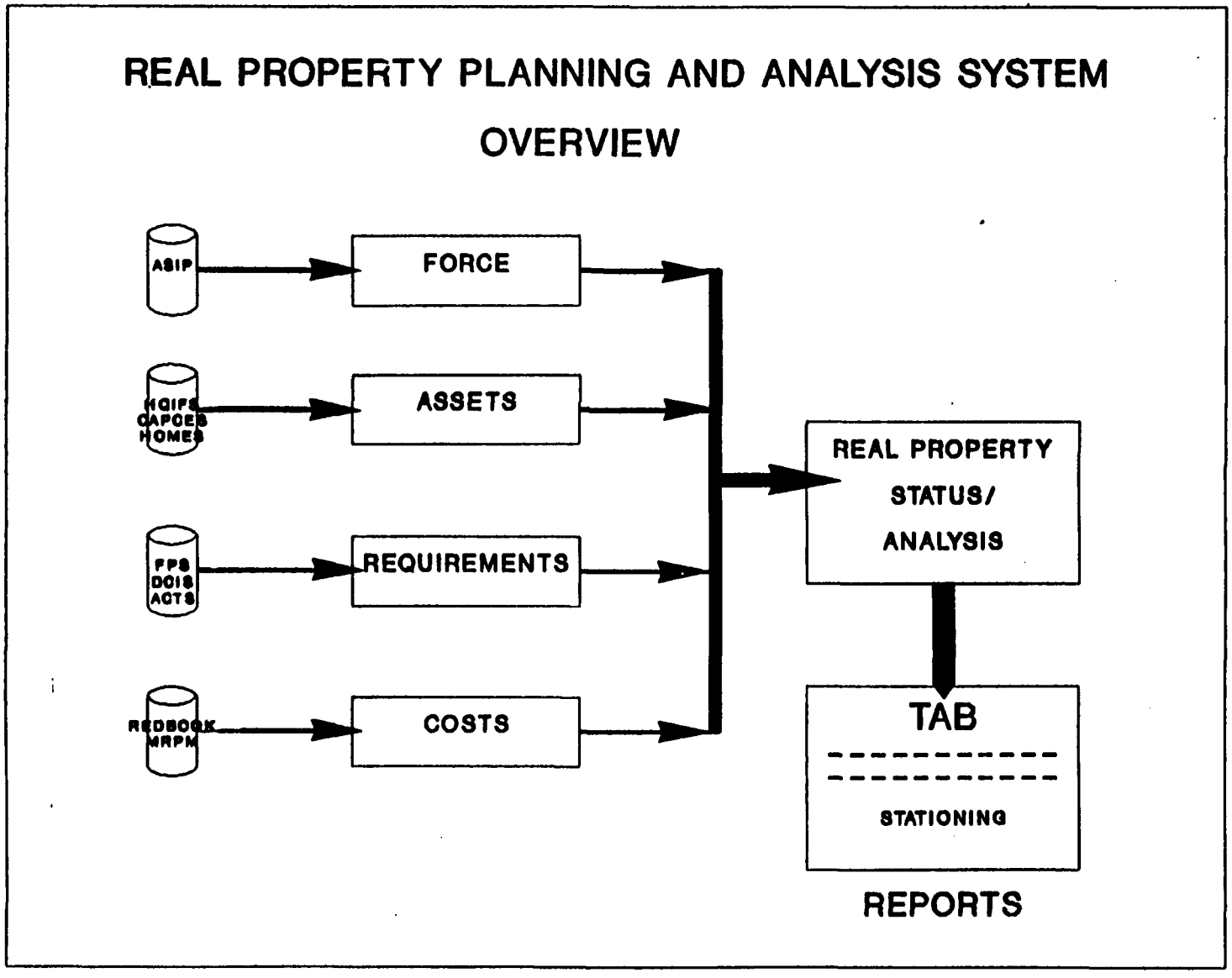
7. Update OT file and append to ASIP

The Other Tenants (OT) file contains all unit records for tenants not identified in other source files but authorized to reside on the installation. Data is input by MACOMs, installations and HQDA and is maintained and validated by OACE. After review and update, these records are appended to the ASIP.

ASIP PROCESS



amperif corporation


REAL PROPERTY PLANNING AND ANALYSIS SYSTEM
OVERVIEW
ASIP
FORCE
ASSETS
REQUIREMENTS
COSTS
REAL PROPERTY
STATUS/
ANALYSIS
TAB
STATIONING
REPORTS

BILLET LEVEL DOCUMENTATION STUDY

FINAL REPORT

4 SEPTEMBER 1991

CONTRACT NO. MDA903-91-F-1868

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What comes over a man, is it his soul or mind --
That to no limits and bounds he can stay confined?
You would say his ambition was to extend the reach
Clear to the Arctic of every living kind.
Why is nature forever so hard to teach
That though there is no fixed line between wrong and right,
There are roughly zones whose laws must be obeyed.

Robert Frost, 1936
"Zones Whose Laws Must be Obeyed"

EXECUTIVE SUMMARY
BILLET LEVEL DOCUMENTATION STUDY

1. INTRODUCTION

The Congress and the Administration have taken actions to reduce the size and budget of the Total Army by revising and streamlining functions into a total quality environment. Specific Total Quality Management (TQM) goals espoused by the Federal Quality Institute, and endorsed by the Department of Defense and senior Army leaders include:

- Creation of an organizational culture that emphasizes excellence in service delivery;
- Meeting customer expectations and increasing customer satisfaction;
- Achieving continuous improvement in the quality of products and services and the processes used to produce them:
  - -- Increasing productivity, and
  - -- Achieving participative involvement of employees in improvement efforts.

The Army has introduced several new manpower management initiatives that are consistent with these goals. Some are associated with HQDA principles of organizational streamlining and employee empowerment. Included among the latter is the Managing Civilians to Budget (MCB) program which provides commanders with more flexibility in manpower management. Such programs are consistent with the management trends in the Nation, and are encouraged by OMB, OPM, and Congressional guidelines.

As the Army transitions to a smaller force during the 1990s, the manpower system must operate as a single, interdependent system satisfying all individual elements.

Currently, 28 DOD, OMB, and Army regulations govern the Army's manpower management system. Many of these have not kept pace with the changes underway in the Army today. One area, which has been the focus of high-level study for several years, is the need to assess the requirement for manpower documentation at the billet level of detail.

The Assistant Secretary of the Army for Manpower and Reserve Affairs directed a review of the Army billet level policy in March 1991. This study is part of that review, along with results from manpower issues raised during the Army's Vanguard Study, DMR/AMR actions related to the FY92/93 budget, and follow-on manpower issues raised in the Army Secretariat and the Office of the Chief of Staff. Specific programs related to these issues, such as MCB, the Manpower Staffing Standards Systems (MS3), and the Defense Business Operations Fund (DBOF), implemented as a result of DMRD 971, are included in this study, along with a review of TQM as it pertains to manpower management.

The purpose of this study is to review specific manpower documentation-related issues in light of the Army's commitment to move to a TQM environment and to recommend changes to current Army civilian manpower documentation policy guidance where appropriate. Given today's environment, the overarching issue is good management -- the Army must make a major paradigm shift in its manpower management if it is, in fact, going to make systemic improvements. A major tenet of quality improvement, as summarized by futurist Joel Barker, is that the systems that served us in the past may not be adequate for tomorrow.

2. BACKGROUND

2.1 Outdated, Overlapping, and Conflicting Regulations and Systems:

While the Army is now emphasizing the integration of management initiatives into a coherent set of systems to meet the needs of individual customers, it remains constrained by 28 OMB, DOD, and Army manpower management regulations. The Army also maintains a very structured manpower documentation and reporting system in The Army Authorization Documents System (TAADS). TAADS interfaces with 53 current or planned management information systems, could possibly interface with

another 39 systems, and generates over 50 budget exhibits that contain manpower detail. Manpower management systems have not kept pace with changes in manpower and personnel management trends in the Army, especially in the civilian arena. Although commanders at the installation level have more flexibility in classifying civilian positions and in hiring employees under MCB, the manpower products and systems available to commanders, such as TAADS, have not changed, and are of little or no utility. Frequent comments heard were, "TAADS is out of date, a burden to report and maintain, and is not integrated with other related systems, e.g., personnel and budget."

2.2 Need for Increases in Productivity and Quality:

TQM focuses on solving existing problems in a systematic manner and preventing new ones from occurring. The costs associated with doing things over again and/or fixing errors and mistakes have been documented in the private sector to be approximately 35 percent of a company's operating budget. Doing the right things right the first time results in significant increases in productivity and quality. Today there is a management revolution taking place in the world. Competition is the driving force. Rapid technological advancements, a dramatically different work force composition, and top leadership's propensity to find better ways to manage are changing the way organizations look and how they conduct themselves. Only those organizations that produce quality, i.e., satisfy their customers, will remain in business.

The Army has endorsed TQM and has established it as its management philosophy. Application of the principles of total quality yield significant increases in productivity --- so desperately needed in a downsizing and organizational streamlining environment.

2.3 Reduction of Army Overhead/Delegation of Authority:

Army leadership is committed to delegating decision-making to the lowest practicable levels where vital information exists. This management principle is articulated in Army Regulation 5-1, "Army Management Philosophy" and

is consistent with total quality applications to empower those with the knowledge to decide how best to do the job. It is management's responsibility to provide lower organizational staffs the resources and tools, including skills training to make wise choices consistent with Army policy.

In the area of manpower management, local installation commanders have been given greater, expanded, and more flexible authority to manage their civilian work forces; however, the manpower management systems, tools and procedures in existence have not been adjusted accordingly, and therefore, do not assist them in carrying out these increased responsibilities. The supporting tools and resources to execute these new authorities must be provided to streamline Army manpower and personnel management.

2.4 Downsizing:

During the next five years, the Army will downsize dramatically. While this reduction is not unprecedented (similar reductions occurred after WWI, WWII, Korea, and Vietnam), never before has it been accompanied by a dramatic force restructuring, and the closing or realigning of over 90 installations in the United States and 29 bases in Germany.

The results of this downsizing effort over the next five years will have a direct impact on the readiness of the force. A 30 percent reduction in force does not necessarily mean a 30 percent reduction in readiness. The quality of manpower planning and management will play a vital role in maintaining as high a state of readiness as possible while accommodating the required downsizing objectives.

2.5 Plethora of Customers to Satisfy:

The Army manpower management system must respond to a wide range of customers at many different organizational levels, some of which are external to the Army. Each has different types of data requirements which may require re-evaluation due to the current management reform environment.

Customers include the Congress, OMB, OSD, JCS, HQDA, MACOMs, and installations, especially the key functional activities like personnel and budget in these organizations. Many of these customers expressed dissatisfaction with current manpower information available to them. Common complaints were that data was not current and it was not integrated with other important information management systems, e.g., financial and personnel. Generally, manpower customers at lower organizational levels require more detailed information -- at the billet level --while higher organizational levels need only aggregated data. Line managers appear to be the most dissatisfied customers; yet these are the individuals responsible for mission execution.

3. METHODOLOGY

The Billet Level Documentation Study (BLDS) Team consisted of a carefully selected group of experts representing a cross-section of backgrounds in defense management, personnel administration, human resources, financial management, manpower, force management, private sector management practices, and total quality management (see Appendix A). All consultants had substantial experience working in or consulting with Army organizations. The BLDS Team worked closely with the Office of the Assistant Secretary of the Army/Manpower and Reserve Affairs (ASA/M&RA) throughout the engagement.

The study team employed several approaches and techniques in their examination:

- Research of pertinent documents,
- Interviews with key Army policy makers, manpower planners, and HQDA and MACOM management staffs (see Appendix E for a complete listing of individuals interviewed),
- Interviews with external and internal customers/users of Army manpower information,
- Site visits to MACOMs and installations, and

- Site visits to the Air Force and Navy manpower offices.

The literature review consisted of analyzing over one hundred documents (See Appendices B & C):

- Congressional documents (legislation, reports, hearing records),
- Previous studies and analyses,
- DOD directives/instructions/memoranda,
- Army regulations/memoranda, and
- Miscellaneous correspondence (electronic messages, notes, letters).

Over seventy interviews were conducted with officials and staffs both outside and inside the Army, and at various organizational levels. These interviews were with members of the following staffs:

- Office of Management and Budget,
- Office of the Secretary of Defense,
- Deputy Chief of Staff/Personnel USAF,
- Deputy Chief of Naval Operations/Manpower, Personnel and Training,
- Headquarters, Department of the Army, and
- Army Major Commands.

Questions posed in the contract statement of work were structured and responses consisted of the following:

- Background,
- Research results,
- Analysis, and
- Findings.

Responses to the questions posed are in Chapters III, IV, and V of the Report. All of the information obtained form the literature review, interviews, and site visits was assimilated and analyzed by the BLDS Team on a weekly basis. These weekly forums provided the setting for the development of the study conclusions and recommendations.

4. CONCLUSIONS

The Army is in the midst of dramatic change. Force restructuring and downsizing dominate the thinking of Army leaders and managers at all organizational levels. Manpower and personnel management functions will play vital roles in re-shaping the Army during the next five years. The quality of manpower information and documentation will have a direct impact on future Army readiness.

Throughout this study the issue of civilian manpower documentation stirred the emotions of nearly all individuals interviewed. Most feel that the current manpower documentation system, TAADS, does not meet their needs. The one area in which wide agreement exists is the area of billet level detail for civilian authorization data. While it is generally agreed upon that billet level detail is required for military positions due to congressional edict, centralized military personnel management policies, and wartime planning, few argue that the same level of detail is required on civilian positions.

Management of civilian personnel in the Army is performed on a decentralized basis and is directly related to local budget levels. Army leaders recognized this, and accordingly introduced the Army Managing Civilians to Budget concept in 1986. The reporting and maintenance of detailed civilian manpower data, by

individual position, runs contrary to MCB and other Army management initiatives aimed at decentralization and streamlining such as TQM.

Even if billet level detail on civilian authorization positions in TAADS is not required, local commanders and supervisors (line managers) require detailed information on their manpower, personnel, and budget. Currently, no Department of Army system exists that integrates these data. To overcome this deficiency, some MACOMs are using locally developed PC-based systems to manage resources (manpower, people, and dollars) on a real-time basis.

Army and defense headquarters' staffs require manpower information on both civilian and military personnel for manpower planning purposes. With respect to civilian members, the inventory file, that is, the Army Civilian Personnel System (ACPERS), and the aggregate data in the Force Accounting System should be sufficient. Further, the cost of maintaining billet level civilian authorization detail in TAADS is not justified by the "value added." A disciplined ACPERS will be much more accurate than TAADS for execution year data. By using ACPERS as the baseline for civilian manpower planning, planners will gain a better understanding of the execution side of manpower and hence more fully integrate the functions of the PPBES.

Congress and OMB review Army civilian manpower from the financial perspective, but neither Congress nor OMB routinely requires civilian billet-level information. Congress has lifted its civilian end-strength management requirement and Congress and OMB endorse MCB, TQM, and other productivity-driven management initiatives, such as workload analysis.

During the study, a questioned need to continue the process of manpower documentation twice annually (two MOC windows) surfaced. Upon examination, the workload demands associated with the documentation and the subsequent process of " balancing the books" appear excessive in the current era of diminishing resources.

The management trend in the Army is to delegate more functional responsibilities to line managers. As a result, many of the Army's information systems today have been developed by single functional activities, and are of little or no utility to line management. Systems need to be developed which integrate functional areas. The Air Force has recently developed and is about to implement Palace CHRMS (the Civilian Human Resource Management System), a cross-functional, integrated information system for its base-level managers. This system combines budget, manpower, and personnel files and provides local leadership a bi-monthly product to manage and plan civilian personnel and budgets.

The current Army organization for manpower management at HQDA is dysfunctional and causes frustration at all levels. Within the current organizational framework, functions and responsibilities are fragmented with the offices of the DCSPER, the DCSOPS and its field operating agency (USAFISA), the ASA/FM, and the ASA/MRA all playing roles. The Army needs to review the roles and organizations involved in the manpower management function. There was a clear indication from the study efforts that, because of the current fragmentation, no single office at HQDA is viewed as being in charge of manpower.

There are mixed feelings associated with the recent decision regarding the centralization of documentation (CENDOC). Some frustration is raised because of the dichotomy of centralization versus decentralization initiatives that are surfacing. A "crawl, walk, run" approach to CENDOC is appropriate, and the current plan for selected MTOE unit centralized documentation at USAFISA should be pursued. However, the process should be formally coordinated with the affected MACOMs. Centralized documentation for TDA units should not be considered at this time. There are sufficient reservations with the CENDOC policy to pursue the current limited approach rather than a full implementation of CENDOC.

TAADS has been studied repeatedly without resolution of key issues. The BLDS Team believes that a great opportunity now exists to make changes to support the Army's manpower functional customers and greatly improve its manpower processes to better support the PPBES process.

5. RECOMMENDATIONS

The overwhelming majority of interviewees believe that HQDA billet level detail for civilian authorizations should be removed from TAADS. The Office of the Assistant Secretary of the Army/ Manpower and Reserve Affairs should issue a directive to implement this action immediately.

Those staff functions at HQDA, MACOM, and OSD that use civilian manpower information should increase reliance on the actual civilian billet detail in ACPERS for the execution year. Aggregate data from the PBG, FAS, and Command Plans can be used as a substitute for TAADS data when manpower data is required for planning.

Clearly, the Department of the Army needs to review the role and organization of its "manpower" function. Multiple offices/agencies are now involved in manpower management, which in part explains why it is difficult to make manpower policy changes. Put a single office in charge of manpower.

Continue current initiatives to centralize MTOE documentation (CENDOC). Maintain decentralized documentation of TDA units.

Reduce Management of Change (MOC) windows to one per year to reduce workload. The window should coincide with the budget cycle that leads to the BES.

Reevaluate automated systems that support the Army's manpower management function with the specific objective of achieving the interaction of all manpower related processes. Consider adoption of the Air Force's Palace Automate/CHRMS information management system, which integrates civilian manpower, personnel, and financial data for line management.

Examine the data elements contained in TAADS with a view to eliminating those not used or of marginal value-added.

Continue pursuing new and innovative management approaches such as TQM. With the rapid pace of technological advancement, dramatic changes in the

Nation's workforce composition, and the monumental task of restructuring the Army into a much smaller CONUS-based force, the Army will be better served if its manpower management function assists change and assures the best utilization of manpower resources.

CHAPTER I. INTRODUCTION
BILLET LEVEL DOCUMENTATION STUDY

The Billet Level Documentation Study Report is a summary document that seeks to capture the essence of the issues that were tasked to the contractor study group. This introductory chapter explains the organization of the study effort, the organization of the study report, and the general context in which Total Quality Management is addressed.

1. THE STUDY EFFORT

The Billet Level Documentation Study (BLDS) Team was brought together by the project manager by drawing on the talent of four Washington-based contractors. (See Appendix A for the names of each of the eight members of the team.) To facilitate the exchange of information among the team, weekly meetings were scheduled to discuss background, research results, schedules, draft chapters, and findings. As the report of the team grew, it was necessary to meet several times per week at key points in the study.

Because of the numerous, previous studies and reports on Billet Level Documentation, to include written surveys of MACOMs and installations, the BLDS Team focused its early efforts on the review of existing documentation, the assignment of specific tasks to each member of the team, the scheduling of interviews with key individuals, and the adoption of a detailed schedule that would ensure that milestones were kept in spite of the summer holidays, breadth of the study effort, and the changes that occurred in key positions due to the summer rotation of personnel.

The team decided that interviews should generally involve a single interviewee and preferably two members of the study team. An initial list of recommended interviewees was provided by the OASA/M&RA and was expanded, with their concurrence, as the study progressed. (See Appendix E-1 for the list of those interviewed. The initial list of interviewees is included in Appendix E-2, where a matrix of interviewees and statement of work questions was developed to ensure that each question would be addressed from appropriate perspectives. The matrix of interviewees, with members of the study team shown as first and last initials of the team members who participated in the interview, is enclosed as Appendix E-3.)

Interviews were conducted on a non-attribution basis. Interviews were structured, and handwritten notes taken during the interviews were reviewed frequently in preparation for subsequent interviews, for use in weekly team meetings, and in the preparation of the report.

Each chapter in this study, as well as the appendixes, evolved as the study progressed. Each deliverable was thus furnished in the same format, in accordance with the milestones in the Statement of Work, and as shown on the Gantt Chart at Appendix H. The final report therefore is presented in the same format as each earlier deliverable with appropriate changes in the information included as the study matured.

2. THE STUDY REPORT ORGANIZATION

The study plan was presented to the Government as the first contract deliverable on 19 June 1991. It was then, as it is now, Chapter II of the Billet Level Documentation Study (BLDS) report. When the study plan was first delivered, the remainder of the report appeared in the form of an outline, notes, and anticipated appendixes. The Executive Summary and this chapter, Chapter I, were written after the other chapters of the report were in near-final form.

The nineteen questions posed in the contract statement of work are answered in a structured manner in Chapters III, IV, and V. These chapters correspond to the three intermediate deliverables required by the contract.

The response to each question addressed in Chapters III, IV, and V follows a standard outline. The first subparagraph under the question, which always appears as subparagraph "a." regardless of the level of the outline at which the question occurs, is entitled, "Background," which generally includes references to earlier studies, long standing policies, or current issues.

The second subparagraph addressed under each question posed is entitled, "Research Results" and generally includes information from interviews, existing policies, documents, and earlier studies.

The third subparagraph is entitled, "Analysis," and provides the rationale of the author that leads to the fourth and final subparagraph, "Findings."

Some questions are answered more than once in a single chapter, and some are answered in more than one chapter as Figure I-1 on the next page shows. We used this approach to address different perspectives and to facilitate the milestone schedule explained above, and we tied the deliverables in the milestone schedule to chapters in the report. For example, when the Study Plan was delivered, we provided Chapter II in a full, near-final form along with outlines or notes for the other chapters of the study. When our research and local interview phase was completed, we delivered the full Chapter II, with any marginal changes that had occurred since the Study Plan deliverable and a full, near-final Chapter III. Similarly, when the MACOM and installation input was due, we delivered updated Chapters II and III and a near-final Chapter IV. Appendixes have been expanded with each deliverable.

Where the same question is answered in different sections of the study, it is important to note the context in which the question is being answered. For example, the question that deals with the "controls that result from or are related to

QUESTION #	QUESTION SUBJECT	CHAPTER III	CH. IV	CH. V
		(Section numbers with page numbers in parentheses)		
1	TQM customers, expectations, and level of satisfaction			1.3 (V-4)
2A	Adv/disadv of BLD at HQDA	2.3.1 (III-24)		
2B	Adv/disadv of BLD at MACOM/installation		2.1 (IV-1)	
3	Manpower governing regulations	3.1 (III-34)	2.2 (IV-5)	
4	Necessary detail to manage	3.2 (III-35)	2.3 (IV-6)	
5A	Air Force manpower detail	2.1 (III-18)		
5B	Navy manpower detail	2.2 (II-21)		
6	Manpower controls at BLD	1.3.1 (III-2), 1.4.1 (III-10), 2.3.2 (III-25), and 3.3 (III-37)	2.4 (IV-10)	
7	What can't be accomplished without BLD	2.3.3 (III-26), 3.4 (III-38)	2.9 (IV-20)	
8	Better accomplished without BLD			4 (V-15)
9	BLD & commander's flexibility		2.5 (IV-10)	
10	MCB influence on manpower doc. at BLD	3.5 (III-40)	2.6 (IV-13)	
11	Downsizing influence on BLD	3.6 (III-45)	2.7 (IV-15)	
12	Manpower mgmt. relying on BLD	1.3.2 (III-5), 1.4.2 (III-13), 2.3.4 (III-27), and 3.7 (III-47)	2.8 (IV-17)	
13	Section I TDA needs	2.3.5 (III-29)	2.10 (IV-22)	
14	ADP costs relative to present/proposed policy	2.3.6 (III-31)	2.11 (IV-23)	
15	Implications for mobilization management	3.8 (III-50)		
16	Retain or modify policy affect on ADP	3.9 (III-51)	2.12 (IV-24)	
17	Impacts on skill, career, etc., management	3.10 (III-52)	2.13 (IV-25)	
18	Other systems providing manpower mgmt data	3.11 (III-53)	2.14 (IV-28)	
19	How emerging DOD trends affect BLD	1.4.3 (III-16), 3.12 (III-55)		

Figure I-1. Contract Questions Cross-Referenced to Responses

the present policy of manpower documentation at the billet level of detail" is addressed in four different sections of the report, all from different perspectives as follows:

It is first addressed in the context of Congressional Guidance and Control, which is Section 1.3 of Chapter III. The question is next addressed in the context of Department of Defense Guidance and Control, which is Section 1.4 of Chapter III. The question is addressed a third time under the heading of Current Army Programs, which is Section 2.3 of Chapter III. The question is yet further addressed in Section 3, Issues Analysis, of Chapter III, and is finally addressed in Section 2, Questions Pertinent to MACOMs and Installations, in Chapter IV of the study. Hence, the reader is cautioned to note the context or perspective from which the question occurs before concluding that a finding pertinent to the question, which applies only in the specific context, is a general finding applicable to the question as generally posed.

Because the questions are answered in a particular context in Chapters III, IV, and V of the study, a separate chapter on conclusions is included. This chapter, Chapter VI, is divided into two major parts. The first recognizes that the report is not simply an encapsulation of the answers to the nineteen questions in the statement of work, but rather a Total Quality Management assessment of the questions and the environment from which the study derived. The second summarizes the conclusions of each of the nineteen questions and includes a cross-reference statement, which points out the section and chapter where each of the questions is answered in the context of a specific organization or level of command.

Chapter VII, the final chapter of the study, is entitled, "Recommendations." The recommendations reflect the consensus of the study team and are based on the conclusions presented in the previous chapter. Because several conclusions can combine to form one recommendation and conversely, because one conclusion can lead to more than one recommendation, by design there is not a one-to-one tracking

of conclusions and recommendations. Also, the summary conclusion for some of the specific questions from the statement of work results in the maintenance of the status quo, and therefore, no specific recommendation follows.

3. THE TOTAL QUALITY MANAGEMENT PERSPECTIVE

The purpose of the study, which is derived directly from the contract statement of work, appears in Section 1 of Chapter II and states in part that the purpose is to "provide a Total Quality Management (TQM) assessment of the need for manpower documentation at the billet level of detail." Even though TQM is not discussed in specific terms until Chapter V, the study group discussed the principles and substance of TQM from our earliest meetings. We were mindful of the context of TQM as we addressed each document, each interview, and each section of the written report.

We believe that TQM should help to shape the mind-set of those Army leaders and managers who increasingly face the challenge of maintaining some traditional roles and missions while dramatically changing others in a significantly redefined world order. We further believe that the conclusions and recommendations of this study offer specific solutions in the context of TQM that will facilitate those decisions.

Chapter II. STUDY PLAN
BILLET LEVEL DOCUMENTATION STUDY

1. PURPOSE OF THE STUDY

The purpose of this study is to provide a Total Quality Management (TQM) assessment of the need for manpower documentation at the billet level of detail. The study will encompass two separate analyses -- one for military documentation detail and one for civilian documentation detail.

2. OBJECTIVES

- Determine the statutory and regulatory requirements and influences currently related to the Army Authorization Document System (TAADS) at Congressional, Department of Defense, Department of the Army, major subordinate commands, installations, and work center levels.

- Recommend improvements to implementation of TQM principles and practices into Army manpower management programs.

- Develop an implementation plan with a Letter of Instruction for Army policy decisions and changes to the present manpower documentation policy.

3. TEAM COMPOSITION

Four independent contractors make up the BLDS Team. This arrangement brings together individuals with the talents and experience necessary to produce an extremely candid and insightful study. Each individual on the team was hand-picked as a result of extensive background and knowledge of the past and present Army manpower environment. See listing at Appendix A.

4. METHODOLOGY

The study relies heavily on information gathered from historical documents, current regulations and guidance, interviews with key manpower management players, and thorough analysis of pertinent facts. A bibliography of written sources is at Appendix B. A chronology of key events bearing on the study is included as Appendix C. The study relies on precise definition of terms, acronyms, and abbreviations. Appendix D lists the terms, acronyms, and abbreviations germane to this study.

5. PERSONAL INTERVIEWS

Personal interviews are central to the background, analysis, conclusions, and recommendations of the study. Members of the BLDS Team have listened intently to what key manpower management players had to say. The list of interviews is at Appendix E. Interviewees include commanders, program directors, resource managers, personnel officers, and manpower specialists at all levels of interest. Interviews were conducted on a non-attribution basis to ensure that interviews were non-threatening and that responses were candid. A work matrix is provided as Appendix E-2. It lists interviewees on the vertical axis and the questions from the Statement of Work on the horizontal axis. An "X" indicates that the question noted by the number above the "X," or an appropriate variation of the question, is to be asked the interviewee whose name appears to the left of the "X." Where a "P" appears in the matrix, it signifies that the corresponding question is a principal focus of the interview with the individual specified. Analysis of interview results are included in Chapters III, IV, and V of the final BLDS Report.

6. QUESTIONNAIRES

Since the HQDA Staff Initial Research and Analysis contains results of the extensive questionnaire used in that study, the study group determined that the empirical data is sufficient for this study.

7. TASKS AND MILESTONES

7.1 Subtasks and Phases:

The BLDS will be completed in five overlapping phases, which correspond to subtasks 1A, 1B, 1B1, 1C, and 1D, as shown in the Gantt Chart at Appendix H.

7.1.1 Subtask 1A: Subtask 1A of the Statement of Work requires definition of the analysis and assessment tasks and objectives, the development of the study plan, and the establishment of completion milestones. These requirements are responded to in Chapter II, Study Plan, of the study and in the outline of the remaining chapters of the study. The milestones are presented in Appendix H of the study in Gantt Chart format.

7.1.2 Subtask 1B: Subtask 1B calls for analysis based on the objectives and milestones outlined in the study plan. This analysis is focused in Chapter III, Study Definition and Analysis, of the final report.

7.1.3 Subtask 1B1: The third subtask, 1B1, extends the analysis to obtain MACOM and installation input. The results of these efforts are provided in Chapter IV, MACOM and Installation Input.

7.1.4 Subtask 1C: The fourth subtask, 1C, requires specific recommendations for the implementation of TQM principles and practices into Army manpower management. The TQM input is provided in Chapter V, TQM Implementation in Army Manpower Management, Chapter VI, Summary of Conclusions, and Chapter VII, Recommendations.

7.1.5 Subtask 1D: The final subtask (1D) requires an implementation plan based on Headquarters, Department of the Army (HQDA) decisions regarding changes to the present manpower documentation policy. The implementation plan and Letter of Instruction documenting the HQDA decisions will be furnished as appendixes to the final version of the Billet Level Documentation Report.

7.2 Breakdown of the Statement of Work:

Provide a TQM objective assessment of the need for manpower documentation at the billet level of detail considering all statutory and regulatory requirements and influences currently related to the Army Authorization Document System (TAADS) at the Congressional, DOD, HQDA, MACOM, installation, and work center levels of organization.

Two separate analyses are considered -- one for military detail and one for civilian detail. However, see Section 1.3, Chapter VI, page VI-1 for conclusions regarding military detail.

7.2.1 Questions to be answered:

1. Who are the customers of the current TQM manpower initiatives? What are the customer expectations of the current TQM manpower initiatives? What is the customer level of satisfaction with the current TQM manpower initiatives?

(See Section 1.3, Chapter V for detailed response to these questions.)

2. What are the advantages and disadvantages of the present Army policy to document military and civilian manpower at the billet level of detail and to retain full detail at each operational level -- installation, MACOM, HQDA?

(See Section 2.3.1, Chapter III for response pertinent to current Army programs.)
(See Section 2.1, Chapter IV for response pertinent to field input.)

3. What are the current internal and external regulations, policies, and directives that govern or influence the level of manpower documentation and the organizational level that reviews and approves them?

(See Section 3.1, Chapter III for response pertinent to current Army programs.)
(See Section 2.2, Chapter IV for response pertinent to the field.)

4. What level of documentation detail is needed to manage the Army's manpower resources?

(See Section 3.2, Chapter III for response pertinent to current Army programs.)
(See Section 2.3, Chapter IV for response pertinent to the field.)

5. What level of detail do the Air Force and Navy use to document manpower resources? What is the relationship between manpower requirements, authorizations, and dollars in the Air Force and Navy? How do the Air Force and Navy meet reporting requirements that require billet level of detail documentation?

(See Section 2.1, Chapter III for Air Force perspective.)
(See Section 2.2, Chapter III for Navy perspective.)

6. What controls result from or are related to the present policy of manpower documentation at the billet level of detail?

(See Section 1.3.1, Chapter III for response relevant to Congress.)
(See Section 1.4.1, Chapter III for response relevant to DOD.)
(See Section 2.3.2, Chapter III for response relevant to current Army programs.)
(See Section 3.3, Chapter III for response relevant to issue analysis.)
(See Section 2.4, Chapter IV for response relevant to the field.)

7. What can't be accomplished at each operational level -- installation, MACOM, HQDA -- if the policy of documenting at the billet level of detail is eliminated?

(See Section 2.3.3, Chapter III for response relevant to current Army programs.)
(See Section 3.4, Chapter III for response relevant to issue analysis.)
(See Section 2.9, Chapter IV for response relevant to the field.)

8. What can be accomplished better if the policy of documenting civilians at the billet level of detail is modified or eliminated?

(See Section 4, Chapter V.)

9. How does the present manpower documentation policy affect the commander's flexibility in managing manpower resources?

(See Section 2.5, Chapter IV for response.)

10. How does the Army's Manage to Civilian Budget initiative influence the manpower documentation of civilians at the billet level of detail?

(See Section 3.5, Chapter III for response relevant to issue analysis.)
(See Section 2.6, Chapter IV for response relevant to the field.)

11. How does the Army's downsizing plan influence the manpower documentation at the billet level?

(See Section 3.6, Chapter III for response relevant to the headquarters.)
(See Section 2.7, Chapter IV for response relevant to MACOMs and installations.)

12. Does the manpower management decision process rely on manpower documentation at the billet level of detail? (At what level?)

(See Section 1.3.2, Chapter III for response at the Congressional level.)
(See Section 1.4.2, Chapter III for response at the DOD level.)
(See Section 2.3.4, Chapter III for response relevant to current Army programs.)
(See Section 3.7, Chapter III for response relevant to issues analysis.)
(See Section 2.8, Chapter IV for response at MACOMs and installations.)

13. Is there a need for the organizational structure, mission statements, and functions statements which are listed in Section I of the TDA?

(See Section 2.3.5, Chapter III for response at HQDA.)
(See Section 2.10, Chapter IV for response at MACOMs and installations.)

14. Are there ADP systems costs and benefits that can be quantified relative to the present policy or proposed changes to the present documentation policy?

(See Section 2.3.6, Chapter III for response at HQDA.)
(See Section 2.11, Chapter IV for response at MACOMs and installations.)

15. What are the implications for mobilization management if manpower is not documented at the billet level of detail?

(See Section 3.8, Chapter III for response.)

16. How does a decision to retain or modify the present policy affect ADP systems currently in place or those that are currently under revision?

(See Section 3.9, Chapter III for response relevant to the headquarters.)
(See Section 2.12, Chapter IV for response relevant to MACOMs and installations.)

17. What impact does eliminating billet level documentation have on skill management, career management, equipment management, and organizational management?

(See Section 3.10, Chapter III for response relevant to the headquarters.)
(See Section 2.13, Chapter IV for response relevant to the field.)

18. What other data systems currently exist that provide the data needed for manpower management (*i.e., ACPERS, CMOD, etc.*)?

(See Section 3.11, Chapter III for response relevant to the headquarters.)
(See Section 2.14, Chapter IV for response relevant to the field.)

19. How will emerging DOD management trends, such as "unit cost per output" and Defense Business Operations Funds (DBOF), affect manpower documentation at the billet level of detail?

(See Section 1.4.3, Chapter III for response at the DOD level.)
(See Section 3.12, Chapter III for response relevant to the field.)

7.2.2 General Guidance: Complete in 112 days and perform "objective quality assessment of the requirement for billet level documentation for military and civilian manpower." (SOW, para 1, Scope)

a. Subtask 1A.

--Define the analysis and assessment tasks and objectives,

--Develop the study plan, and

--Establish completion milestones.

Deliver:

--Draft study plan with milestones (June 12), and

--Final study plan with milestones (June 19).

b. Subtask 1B.

--Conduct the analysis.

Deliver:

--Draft report documenting analysis results and associated briefing charts (July 11), and

--Final Report documenting analysis results and associated briefing charts (July 19).

c. Subtask 1B1.

--Obtain MACOM and installation inputs through a structured data collection instrument.

--Develop structured data collection instrument (implied).

--Alternative: use data from earlier studies.

--Alternative: use personal interviews supplemented by data from earlier studies.

--Set up interviews and associated travel (implied).

Deliver:

--Incorporate findings in Final Report documenting analysis results and associated briefing charts. (Aug 16)

d. Subtask 1C.

--Provide recommended implementation of TQM principles and practices into Army manpower management.

--Ensure TQM through:

--Creation of an organizational culture that emphasizes excellence in service delivered,

--Meeting customer expectations and increasing customer satisfaction,

--Achieving continuous improvement in the quality of products and services and the processes used to produce them,

--Increasing productivity, and

--Achieving participation involvement of employees in improvement efforts. (SOW, para 2, Background; implied task)

Deliver:

--Recommended implementation of TQM principles and practices into Army manpower management. (Draft Aug 23)

--Recommended implementation of TQM principles and practices into Army manpower management. (Sep 4)

e. Subtask 1D.

--Develop implementation plan based on HQDA decisions.

--Integration of such initiatives as Management to Civilian Budget into a coherent set of ADP system interfaces that complement the needs of individual customers while assuring total manpower system effectiveness. (SOW, para 2, Background; implied task)

--Ensure "the total ADP based manpower system . . . operate[s] as a single interdependent system satisfying all individual elements. (SOW, para 2, Background; implied task)

--Ensure directives, circulars, and regulations are current. (SOW, para 2, Background; implied task)

--"Assess the need for manpower documentation at the billet level of detail." (SOW, para 2, Background; task)

--Provide a basis for changing or retaining the policy of retaining manpower documentation at the billet level of detail. (SOW, para 2, Background; task)

--"Analyze and assess the continuing need for billet level documentation." (SOW, para 2, Background; task)

Deliver:

--Draft report with implementation plan and LOI (Sep 20)

--Final report with implementation plan and LOI (Sep 30)

f. Subtask 1E. (OPTIONAL) "Other" manpower.

8. SUMMARY

The Billet Level Documentation Study focuses on analysis and recommendations directed toward the improvement of Total Quality Management within the Army's manpower management system. Personal interviews with a wide range of key participants involved in the manpower system will provide the opportunity to build consensus as improvements take shape.

Chapter III. STUDY DEFINITION and ANALYSIS BILLET LEVEL DOCUMENTATION STUDY

This chapter provides a summary of the background to the Billet Level Documentation Study (BLDS), a summary of internal and external guidance affecting Army manpower policy, a comparative manpower functional analysis with the other military departments, a description of current Army manpower programs and guidance, and an issues analysis section. The discussions in this chapter are based on documents and interviews at the Department level and higher.

1. STUDY DEFINITION

The BLDS assesses current and recommended manpower policy guidance as it relates to the Army's manpower management function. The specific charter is to conduct a Total Quality Management (TQM) objective assessment of the requirement for billet level documentation to support the management of Army military and civilian manpower. This assessment will include the need for functional manpower management requirements, ADP system interface requirements, and current Army and Defense policies and directives influencing The Army Authorization Document System (TAADS). Also included are VTAADS, ITAADS, and TAADS-R. In consonance with TQM studies, all major Army customers and their needs for documentation are identified, especially Congress, DOD, HQDA, MACOM and installation level work centers.

1.1 Introduction:

This chapter presents background information associated with The Billet Level Documentation Study, summarizes current congressional and Department of Defense manpower policy guidance and control, and presents a comparative analysis of related manpower programs in the Air Force and the Navy as they relate to the Army.

1.2 Study Background:

The Assistant Secretary of the Army for Manpower and Reserve Affairs directed a three-phase review of the Army billet level policy in March 1991. The first phase was an in-depth analysis by the Army staff, which was completed on 7 June 1991. The second phase is the present contractor study, which is to provide an independent analysis. The final phase will be a coordination of policy changes with the Office of the Secretary of Defense.

This study resulted from the manpower issues raised during the Army's VANGUARD study, DMR/AMR actions related to the FY92/93 budget formulation, and follow-on manpower issues raised in the Office of the Chief of Staff of the Army and the Army Secretariat. Specific programs resulting from these issues, such as Managing Civilians to Budget (MCB), the Manpower Staffing Standards System (MS3), and DMRD 971(DBOF), are included in the BLDS. The purpose of the study is to provide additional information related to the specific manpower issues raised during these previous actions and to recommend changes to current Army manpower policy guidance where appropriate. The question addressed in chapters III, IV, and V of the study were asked in the contract statement of work.

1.3 Congressional Guidance and Control:

Congress provides oversight through the annual authorization and appropriations process and resulting legislation.

1.3.1 What controls result from or are related to the present policy of manpower documentation at the billet level of detail?

a. Background: To answer this question pertinent Congressional documents were reviewed and appropriate OSD personnel were interviewed.

Congress has established a number of requirements that relate to military manpower. A summary of pertinent documents follows:

- Section 322 of the Fiscal Year 1991 Department of Defense Authorization Act requires the Secretary of Defense to establish guidelines for reductions in the number of civilian personnel who are employed in commercial and industrial activities and to develop a five-year civilian employment master plan.

- Title 10, Section 115 of the U.S. Code states that the Secretary of Defense must submit a written report concerning equipment of the Reserve Components for each of the three succeeding fiscal years. This report must be submitted to Congress by February 15 of each fiscal year.

- Title 10, Section 116 of the U.S. Code states that the Secretary of Defense must submit a report concerning operations and maintenance of the armed forces for the next fiscal year. This report must be submitted by February 15 of each fiscal year.

- Title 10, Section 129 of the U.S. Code states that civilian personnel must be managed solely on the basis and consistent with the workload required to carry out the functions and activities of the Department of Defense.

- Title 10, Section 134 of the U.S. Code states that the Secretary of Defense must develop systems and standards for the administration and management of approved Department of Defense plans and programs and set manpower requirements determination policies. He must conduct standard military and civilian manpower requirements analysis and related resource distribution in support of peacetime operations and mobilization needs.

- Senate Armed Services Committee Report 93-385 requests that the Department of Defense provide reserve manpower reports on request.

- House Armed Services Committee Report 93-1035 requires that all strength authorizations of each reserve component must include full TOE, manning level authorization, and strength estimates.

- Senate Armed Services Committee Report 95-129 adds the Base Structure Annex and Military Manpower Training Report to the DMRR.

b. Research Results: Congressional interest is mainly focused on impacts on a Congressman's district. The House has a specific interest in readiness support. In particular:

- Linking civilian manpower and personnel,

- Anything that involves the depots (district sensitive), and

- Maintaining oversight of civilian manpower billets at base level (again, district sensitive).

The Senate generally defers to the House on military manpower issues (about 80 percent of the time). Interest has been expressed in some quarters on:

- Total Quality Management (executive strategy), and

- Hardcore manpower data for good management.

c. Analysis: A review of Congressional documents reveals that Congress has not required the Department of Defense to document manpower at the billet level. Instead there are a number of rigorous summary reports required each fiscal year.

d. Findings: No Congressional document directs the Defense Department to report at the billet level of detail.

1.3.2 Does the manpower management decision process rely on manpower documentation at the billet level of detail?

a. Background: Congress does not specifically require that the Army manpower management decision process be made at the billet level of detail. The billet level of detail for the manpower management decision process is normally defined by the numbers of military or civilian positions by MACOM and Unit Identification Code (UIC) that will be increased or decreased. The documentation in TAADS is retained by grade and skill, that is at the billet level of detail, by MACOM and UIC. However, the manpower management decision process at the time of the decision does not rely on manpower documentation at the billet level of detail. Selected aggregate or summary analyses, such as Space Imbalanced Military Occupational Specialty (SIMOS) governed by AR 570-4, the Defense Officer Personnel Management Act (DOPMA), and The Civilian Forecasting System (CIVFORS), require documentation at the billet level of detail for management for the force, but they are not normally associated with the total force management decision process leading to the development of the Program Objectives Memorandum (POM) and the budget submission.

b. Research Results: Army regulations and policy guidance do not require billet level documentation in the management decision process. However, the ASD (FM&P) has provided guidance in a letter to the ASA (M&RA) that states: "We require space or billet level information . . ."

During the interviews conducted in support of the BLDS, it was generally agreed that billet level detail is used at HQDA. The

primary functional users of billet level data tend to be planners rather than managers and specifically include:

(1) Military personnel planners and managers;

(2) Civilian personnel planners and managers;

(3) Military personnel strength managers;

(4) Army Budget Office managers;

(5) Program Objectives Memorandum development managers;

(6) Military and civilian proponency managers; and

(7) Selected special study groups such as Project VANGUARD.

The General Accounting Office (GAO) and the Congressional Budget Office (CBO) have not specified the use of billet level detail in the management of the Army's manpower resources. In the past the GAO has been critical of the Army's manpower requirements determination process and has encouraged the use of a "standards" based manpower requirements system. The Army's current Manpower Staffing System (MS-3) for the TDA Army is a result of the GAO oversight of this initiative. Since MS-3 depends on billet level detail and documentation, the GAO is aware of the level of detail used in the Army's TDA manpower system and supported that level of detail as it relates to the standards based manpower requirements determination system.

The CBO has been less involved in the Army's manpower system except when it involved selected CBO study areas.

Army regulations, specifically AR 310-49 and AR 500-5, prescribe a billet level documentation system to support internal Army needs

as well DOD and JCS mobilization and operations planning. The latter regulation is the basis of the command plans for the deployment and utilization of forces and the Army plans for providing mobilized forces.

DOD regulations, specifically DODI 7730.64 and DODI 1100.19 require

- that the Army provide billet level manpower data to support military and civilian record extracts,
- that the Army provide internal Army mobilization planning systems at the billet level of detail, and
- that the Army project these requirements for specific scenario planning with available supplies of personnel over the time of the scenario specific plan.

However, DODD 1100.4 states in paragraph II that in areas that "require both military and civilian personnel, manpower requirements shall be determined as a total."

The BLDS analysis based on a partial set of interviews indicates that users both internal to the Army and external to the Army depend on the availability of billet level detail for several functional managerial purposes. Upon completion of the interview phase of the BLDS, these users will be arrayed to indicate their dependence on billet level documentation detail in the management of their functional areas.

HQDA BILLET LEVEL DATA DEPENDENCY
(Billet level use at HQDA)

USER	YES	NO	FUNCTIONAL USE	INFORMATION USE
DCSPER				
- DAPE-MB	X		PERSO	
- DAPE-CP		X		
- DAPE-MP	X		MIL. STG. PLAN.	
DCSLOG		X		
DCSOPS				
- DAMO-FD	X		FORCE STRUCTURE	
- DAMO-TR	X		TRAINING	
- DAMO-OD	X		MOBILIZATION	
DAS/DM		X		
PA&E		X		
M&RA	X			AS REQUIRED
J,L&E		X		
FM		X		
SARDA		X		

c. Analysis: This question has provided Army managers the opportunity to provide their responses based on their managerial perspective. Some who use or would desire to use billet level documentation more view this question as an opportunity to increase or extend the current policy of billet level documentation.

Those that provide a different perspective do so from the standpoint that billet level detail is currently not used in the major decision making process in the Army's resource management system, and therefore conclude that the additional detail is not necessary.

d. Findings: The results of our research and reviews suggest that there is a continuing need for billet level documentation for the TDA Army. The following four primary factors led the BLDS team to a consensus on this issue:

(1) The requirement exists to support the needs of military and civilian personnel planners in the maintenance of each of their respective work forces;

(2) The requirement exists to provide a centralized base of management information on the size and structure of the TDA Army;

(3) The requirement exists to support the mobilization function of the Army and DOD in planning for the TDA support for future mobilization needs; and

(4) The requirement exists to reduce the TDA Army by approximately 25 percent by 1997 using specific reductions by grade, skill, UIC and AMSCO.

1.4 Department of Defense Guidance and Control:

The Department of Defense has established regulatory controls and automated systems to fulfill its statutory requirement to manage the manpower assets of the department.

1.4.1 What controls result from or are related to the present policy of manpower documentation at the billet level of detail?

a. Background: To answer these questions we collected pertinent documents and interviewed appropriate personnel from the OSD (Comptroller), OSD (FM&P), and OSD (DMDC). To date we have met with personnel from each of the above groups except OSD (Comptroller). A meeting with OSD (Comptroller) personnel is being scheduled.

A number of documents have been issued by the Office of the Secretary of Defense that relate to manpower documentation issues. Among them:

- Memorandum of 28 May 1991, SUBJECT: Manpower Guidance for FY 1991, FY 1992, and FY 1993. This document lays out all of the required reporting of civilian manpower.

- DOD Directive 1400.5 requires that the military should use civilians in all positions that do not require military incumbents for reasons of law, training, security, discipline, rotation, or combat readiness.

- DOD Directive 1100.9 directs that the military services should attempt to improve management of support activities by the operations of military and civilian career systems, by providing attractive career opportunities, and by delineating the types of positions to be filled by military and civilian personnel.

- DOD Directive 1100.4 states that the ASD (MP) will provide guidance, each fiscal year, to be used in the preparation and administration of manpower programs with the goal of accomplishing approved national military objectives with a minimum of manpower so organized and employed as to provide maximum effectiveness and combat power.

- DOD Directive 5100.73 directs that Management Headquarters and Headquarters Support activities shall be organized and staffed in a manner that permits the effective accomplishment of assigned responsibilities with a minimum number of personnel.

- Directive 1110.1 Defense Manpower Requirements Report (DMRR). Title 10, Section 138 of the U.S. Code requires that the Secretary of Defense submit the DMRR to Congress by February 15 each fiscal year. Further, the DMRR is to include DOD annual manpower requests, justifications, explanations, and detail on bases and units.

- Directive 7730.64 Automated Extracts of Military and Civilian Manpower Reports requires reporting on all active military, reserve military, and civilian billet level manpower detail and on all units in the programmed force structure. It also states that it is DOD policy to maintain a centralized DOD data base of billets.

b. Research Results: The Defense Department is moving towards indirect funding management. The management purpose of the billet file was to track ceilings. Much abuse has been done in the name of the billet file. The file does support funded workload analysis and approximate mix of personnel. The Air Force manpower system for civilians is a bottom to top process. For the Army, they have a headquarters model and little communication to the field occurs. The Navy has a headquarters plan also, but more

coordination with the field occurs. The billet file does not need to be perfect, for it should be used as an outyear planning tool. It should not be viewed as the gospel.

OSD (FM&P) requires manpower billet level data from all of the services. The data is to be reported quarterly to the Defense Manpower Data Center in accordance with Directive 7730.64 and the OSD (FM&P) Memo to the Services of 28 May 1991, which specifies the OSD billet level requirement. The primary use of this data by this office is outyear planning -- the next five-year defense plan.

The DMDC Manpower data file is "in good shape." A review of the Air Force and Army data was just completed, and review of the Navy submission is underway. The data is updated quarterly. This data base is used by OSD (FM&P) in Manpower requirements planning and by the OSD (Comptroller) in the Unit Cost Project.

c. Analysis: The most relevant documents are Directive 7730.64 Automated Extracts of Military and Civilian Manpower Records, which orders that billet level manpower detail is required for reporting to DOD and that DOD will maintain a centralized data base of these billets, and the memorandum of 28 May 1991, which lists all required civilian manpower reports. So, while Congress does not require the services to track billets (Congress just wants its reports - it does not care how it gets them), the Department of Defense wants billet level of detail.

d. Findings: OSD requires billet level data. The Defense Manpower Data Center maintains the data base for OSD and updates the data quarterly. OSD (FM&P) requires billet level data for force planning and productivity analysis and OSD (Comptroller) requires billet level data for the Unit Cost Project.

1.4.2 Does the manpower management decision process rely on manpower documentation at the billet level of detail?

a. Background: All external Army manpower policy guidance received from the Office of Management and Budget, the General Accounting Office and the Office of the Secretary of Defense is directed toward achieving the maximum return on the investments made in Army manpower resources. Title 10 U.S.C., Section 115 requires the Secretary of Defense to report to the Congress annually the Defense Manpower Requirements Report. DODI 1110.1 prescribes the requirements for that report which is presented in aggregate formats.

Title 10 U.S.C., Section 129 also requires that civilian personnel be managed solely on the basis of and consistent with the workloads required to carry out the functions and missions of the Army.

Title 10 U.S.C., Section 134 requires the Secretary of Defense to set manpower requirements determination policies and standards to determine military and civilian manpower needs of the services. This requirement includes both peacetime and mobilization needs. The Department of Defense directive for implementing this requirement is DODI 5010.37. Analyses and documentation to support this DoD directive are at the billet level of detail and use TAADS as a reference for completing the required efficiency reviews and resource requirements determinations.

b. Research Results: The Army's means for responding to the external manpower policy guidance is the maintenance of The Army Authorization Document System (TAADS), which provides a single source of authoritative documentation for the TOE and TDA Army. This system has been in use for almost 30 years and is similar to the Navy's Billet Authorization file and the Air Force Manpower Authorization file system.

Each unit in the Army is assigned a unique identifier that separates its identity from all other organizations. That identifier is the unit identification code (UIC). Missions are assigned to that unit, and the mission is the basis for determining the resources required. At this time, commanders and agency heads consider resources in terms of manpower, equipment, and the dollars necessary to support their missions.

The Army has traditionally supported the commander and the agency head by providing the manpower requirements determination program centrally. This capability is based on doctrine for the combat forces, and for noncombat forces, it is based on a system of functional workload determinations that the commanders consider most appropriate to measure operational workloads. These manpower requirements are then recorded in TAADS as a defined, measured, requirement for specific resources to provide a specific level of operational support to the mission of the Army. As missions and equipment change and as commanders develop better, more efficient, more innovative ways to accomplish the mission, the manpower resources change accordingly.

TAADS records those changes and if a like unit is required in the force, TAADS is an excellent reference to determine what base manpower resources are needed. Even when the Army can not afford all of the manpower resources for every function, the TAADS standard requirement exists against which to gauge the unit and the commander's performance and to determine what shortages exist, for either the MTOE units or the TDA units. For MTOE units, requirements for manpower are determined by a combination of operational requirements and doctrine for the fighting force and by workload for combat support and combat service support. For TDA units, the requirements are based on the workloads required to support the MTOE force.

Thus far, this background summary has included only requirements and authorizations in terms of numbers of manpower spaces

required at the billet level of detail. Also determined and recorded are the types of personnel required to perform the missions assigned to the units. In the TOE, the officer branch and grade or the enlisted MOS and skill are indicated. In TDAs, the same designators for military personnel are included as well as the job series and grade level for civilian requirements. When the military and civilian requirements are combined in the TAADS, the total Army requirements are included. Also recorded in the TAADS are the authorizations for military and civilian spaces at the billet level of detail. The authorizations are those spaces that can be filled by personnel in the grades and the skill levels indicated. By subtracting the authorizations from requirements in TAADS, it is possible to determine the shortfalls relative to documented requirements by grade, skill, and MOS for military personnel and job series and grade for civilians. This system is in place and being used today by installations, MACOM and HQDA. This system is used at all levels to program and budget manpower resources for the future years.

c. Analysis: During the interview process, it was determined that while the TAADS existed in the form of a documented manpower base for the TDA Army, it was seldom used as a basis for manpower decision making. That is, major manpower decisions made by the Army are recorded in the Force Accounting System (FAS) and are then specified by billet level detail in subsequent documentation cycles. Major manpower decisions are normally associated with the planning cycle (Total Army Analysis), the programming cycle (POM development), the budget cycle (the Army budget), and the congressional cycle (appropriations and authorizations). These cycles constitute the Planning, Programming, Budgeting, and Execution elements of the PPBES.

The BLDS team determined during the interview phase that the HQDA manpower decision process does not rely on billet level documentation for major manpower decisions. When it is used, it provides the basis for the size of the manpower decision, but it is

not used to implement that decision. From an analytical perspective, a question is raised concerning why the billet level detail is not used since HQDA has the capability to use the TAADS billet level documentation to define the billet level impacts of each HQDA manpower decision. (This issue is discussed in section 3.3 of this chapter.)

d. Findings: Billet level documentation is not directly used in the process of Army manpower decision making at the headquarters. (A further discussion of the opportunities associated with the use of billet level documentation detail in the HQDA manpower decision process is in Section 3 of this chapter.)

1.4.3 How will emerging DOD management trends, such as, "unit cost per output" and Defense Business Operations Fund (DBOF), affect manpower documentation at the billet level?

a. Background: DOD introduced the concept of developing a financial management system based on the "cost per output" for resource management decisions through a 10 August 1989 memorandum entitled "Development of a Financial Management System based on 'Cost Per Output.'" The objective of the memo was to introduce a business-like approach to the measurement of performance and quality goals necessary to satisfy customers at the lowest cost. After a thorough review, it was determined that there was a lack of consistency within DOD in the use of inputs/output measures for making resource management decisions and measuring productivity.

DMRD 971 contained the proposal to establish a Defense Business Operations Fund (DBOF), capital budgeting, reimbursable military personnel costs, and unit cost resourcing guidance. Initially, the DBOF initiatives will be limited to business-like activities and functions that are more easily measured in terms of cost per output. These activities and functions will be assessed for Unit Cost Resourcing (UCR). A preliminary list of those functions includes:

Recruiting;

Military training;

Supply operations;

Supply depots;

Medical care;

Depot maintenance; and

Commissaries.

DOD will continue to expand the UCR list and will use the Defense Manpower Data Center (DMDC) to track the budget execution data.

b. Research Results: It appears as though the business-like approach contained in DMRD 971 will require the development of unit cost measures for things as well as personnel. Included in the UCR approach will be depot operations costs, base support costs, and regionalized support activities. This has the potential for including all TDA personnel at some point in the future since Army TDA organizations provide mission support functions to the TOE Army.

c. Analysis: As Congress debates the merits of the DBOF, it is clear that a new resource allocation system is being developed which will use business-like performance standards, output measures, unit costing indices, general and administrative costs by base support categories, and direct cost for customer services provided for Army functions.

d. Findings: The new DBOF initiatives of DoD will have a direct impact on the use of manpower resources in the TDA Army.

However, the direct impact of DBOF on billet level documentation is unknown at this time. Depending on how DOD implements DBOF, it could have an impact on TAADS, MS-3 standards, the Army Functional Dictionary, and standard work center codes.

2. STUDY ANALYSIS

2.1 Air Force Programs:

This section addresses the level of detail that the U.S. Air Force maintains in its documentation, the relationship between manpower, requirements, authorizations, and dollars, and the manner in which the Air Force meets reporting requirements that require billet level of detail.

a. Background: The following documents are germane to the study of Air Force documentation issues:

- Department of Defense Manpower Data Center (DMDC) Memorandum, Subject: Survey of Unit/Billet Master Files.
- Information Paper, CHRMS, Civilian Human Resource Management System. Contains a history and description of Palace CHRMS and its predecessor, Palace Compete.
- Information Packet: Palace Automate. Contains a description of Palace Automate.

b. Research Results: The level of detail that the U.S. Air Force maintains in documentation is contained in four separate files: Active and Individual Account; Guard; Reserve including IMAs; and Civilians. The Air Force maintains these files in a bottom to top manpower data system. HQ USAF develops summary data and provides it to command activities. Command activities develop the billet level detail and coordinate this with field activities. The field maintains changes to the data system in a real-time mode.

The Air Force has developed and tested two new tools which should greatly assist local managers in their task of managing to the budget. The Palace CHRMS (Civilian Human Resources Management System) ties together dollars, manpower requirements, and personnel, and provides a capability to do "what-if" analysis. Palace Automate, the new one-step civilian personnel service, provides all personnel functions required by civilian personnel to fill a new civilian manpower billet and will generate all corresponding required forms. Both systems have been tested and will be implemented Air Force-wide (non-foreign) in October 1991.

With respect to the relationship between manpower requirements, authorizations, and dollars in the Air Force as it relates to the upcoming 30 percent cut, there is no relationship -- the cut is arbitrary and across the board. However, for the management to budget program, the Air Force has developed Palace CHRMS which will provide guidance and tie together dollars, manpower requirements, and personnel.

With respect to the question regarding the relationship between manpower requirements, authorizations, and dollars for civilian personnel, Palace CHRMS provides guidance to field units and ties together dollars, manpower requirements, and personnel.

Palace Automate, another tool developed by the Air Force, was designed for supervisors to simplify and streamline civilian personnel functions. After supervisors answer on-screen questions, the software produces a printed core document that contains the traditional position description, performance plan, and recruitment criteria. The computer performs many routine tasks, freeing personnel for higher level management advisory duties. For the first time this puts the budget, manpower, and personnel together at base level and provides tools for the base commander to manage to dollars. This new process has taken the personnel staff out of the watch dog/policeman role and put them back into an advisor position.

A variation of Palace Automate is being tested in AMC's LABCOM under the title "Core Document."

With regard to the role of the Manpower Office in Palace CHRMS and the management to budget program at the base level, the Management Engineering Teams (METs) play a major role in the Palace CHRMS process. The installation commander determines the level to which the civilian pay budget will be delegated. New positions established by managers are validated by the Management Engineering Teams (METs) and approved at command level. This process is accomplished quickly (in as little as half a day).

After the new position is approved, the local manpower office enters the position into the Manpower Data System (MDS). The Air Force MDS then generates the Unit Manpower Requirement Document, the UMD. The MDS is also used by the Air Force for input to the Air Force Comptroller's five-year plan. Annually, major commanders submit new manpower projections, and the MDS is used in the analysis of these submissions. Significant streamlining of the data system and process is being planned.

The manner in which the Air Force meets reporting requirements that require billet level of detail follows: The Air Force submits to DMDC four separate files and the submissions are in 158 byte records in upper and lower case alpha characters. DMDC performs considerable processing on these Air Force submissions and converts lower case alpha characters; sorts the four input tapes into intermediate and final output tapes; checks and combines duplicate records, in order to produce a standard 260 byte billet master file.

c. Analysis: The Air Force maintains a bottom to top Manpower Data System (MDS) for military and civilian personnel in support of the management to budget process. The Air Force has developed, field tested, and will implement Air Force-wide (non-foreign) in October 1991 two new management tools for local managers use: Palace CHRMS and Palace Automate. Palace CHRMS ties together dollars, manpower requirements, and personnel. Palace Automate takes care of the personnel function, which includes position description, performance plan, requirement criteria, physical requirements, and training plan -- all in a

single visit to personnel. In addition, many of the forms required by personnel have been automated and are a byproduct of this effort.

Palace CHRMS and Automate integrate well into the present Air Force system. That is, the Palace CHRMS is run, and the new civilian manpower billets are identified. The billets are then validated by the local manpower METs teams. Palace Automate is then used to perform the personnel functions required to fill the new billet.

d. Findings: Level of detail: The Air Force maintains three data bases for military billet level detail -- 1) Active and Individual Account; 2) Guard; 3) Reserve including IMAs; and 4) Civilians. The Air Force maintains the billet level database in a bottom to top real-time manner. HQ USAF develops summary manpower level data, and the command level develops the billet level detail with field coordination.

Relationship between manpower/requirements/authorizations/dollars: The Air Force has developed for field use the tools to tie together these parameters -- Palace CHRMS and Palace Automate. These systems have been tested and are being implemented Air Force wide.

Air Force reporting procedures: The Air Force meets DMDC reporting requirements, but submissions are not in line with DMDC guidance, for example, the Air Force does not submit all billet level data elements desired.

2.2 Navy Programs

What level of detail is maintained in Navy documentation? What is the relationship between manpower requirements/authorizations/dollars in this service? How do they meet reporting requirements which require billet level of detail documentation?

a. Background: To answer these questions pertinent documents were collected and evaluated, and interviews were conducted in appropriate Navy budget, manpower, and personnel organizations. We have

collected documents and interviewed personnel from the budget, personnel, and manpower organizations. Significant documents include:

- Memorandum NCB-621/NWW, 1 February 1991, SUBJECT: Fiscal Controls for Managing to Payroll.

- SECNAV Instruction 12510, SUBJECT: Delegation of Position Classification Authority and Position Classification Authority and Position Management Responsibilities Consistent with Payroll Management.

b. Research Results: The level of detail that the Navy maintains in its billet level documentation is in summary format at HQ Navy and at the billet level at the claimant level. Navy HQ provides to their claimants summary data and the claimant then develops the billet level data and coordinates with field activities. The Navy maintains a bottom up system. Further, the Navy is in the process of getting rid of their current manpower billet level database. A new real time database will be created which will contain personnel data (faces), payroll dollars, and manpower data (spaces). To do this they plan to cross reference their civilian personnel (faces) and payroll databases with key manpower (spaces) data elements. The manpower data elements which will be maintained are in the process of being determined -- they are discussing with HQ and field activities to determine which manpower data elements are used and should be maintained. This input will be the primary source for determining the new billet level elements. The new data base will be coordinated with DMDC to insure they meet OSD requirements.

The relationship between manpower, requirements, authorizations, and dollars for the Navy follows: Key comptroller personnel in Navy Headquarters strongly support the manage to budget (payroll) concept. It is believed that it has worked quite successfully in the private sector so it makes great sense for the government. There are no systematic models which tie together manpower, requirements, authorizations, and dollars. HQ Navy leaves it up to the major claimants and/or field activity doing the budget to determine what data and/or models would be useful.

The manner in which the Navy meets DMDC billet level reporting requirements is in accordance with Format B of Department of Defense Instruction 7730.64. Navy submissions arrive in standard 260 byte records. No additional processing is required on these records.

c. Analysis: Level of detail Navy maintains: The Navy maintains summary data at Headquarters and billet level detail in the field. The data system is bottom up. In its current form it is outdated, and no one uses it other than for DMDC submissions. A new real time database is under development which will contain personnel, manpower, and payroll data.

Relationship between manpower requirements/authorizations/dollars in the Navy: Under the management to budget process, the claimant considers these relationships in the development of the budget. However, there are no systematic databases or models developed for field use in this endeavor. It is left up to each claimant to develop his own relevant database and/or models.

Manner in which data is submitted to the DMDC by the Navy: The Navy complies with DMDC guidance in submission requirements. However discrepancies exist regarding the billet level data submitted. The new manpower/personnel/payroll database (under development) should correct the quality control problems of completeness and currency of files being submitted.

d. Findings: Level of detail Navy maintains: Summary data is maintained at HQ and billet level detail is maintained by the claimant. The current database is out of date and not used. A new real-time data base is under development.

Relationship between manpower requirements/authorizations/dollars in the Navy: Management to budget process is enthusiastically supported, but no formal models/databases are maintained centrally to support program.

Manner in which data is submitted to DMDC by Navy: One tape with all data is submitted to the DMDC in line with their guidance; problems exist with completeness and currency.

2.3 Current Army Programs:

This Section addresses issues pertinent to the current Army policy of requiring billet level detail at the department level.

2.3.1 What are the advantages and disadvantages of the present Army policy to document military and civilian manpower at the billet level of detail and to retain full detail at HQDA?

a. Background: TAADS is a vertical system that allows manpower data to be passed between installation, MACOM, and Departmental level. Both billet level detail and summary detail are provided in TAADS.

b. Research Results: Rightly or wrongly, many manpower managers believed that when Manage Civilians to Budget was announced that it would eliminate the need to document civilians at the billet level of detail.

Studies by USAFISA in the fall of 1990 and the HQDA Staff Initial Research and Analysis Study of billet level documentation completed in June 1991 conclude that billet level detail is needed by supervisors of work centers and installation commanders and staff.

One MACOM reported that 44 man-years were expended in order to provide reconciliation of TAADS authorizations, FAS, and PBG at the billet level of detail. Further, the MACOMs recognize that the reconciliation is a "paper drill" because the values being reconciled generally are not an accurate reflection of each organization's current or projected structure.

Since the institution of the biennial budgeting cycle, no rational calendar of detailed manpower management PPBES events has been established. For example, the winter MOC window in the current year remains open in August. Yet, DMDC's receipt of quarterly manpower reports at the billet level of detail continues.

DOD does not receive billet level detail from defense agencies.

c. Analysis: Manpower managers are frustrated that they are unable to reconcile their accounts with HQDA data bases. They recognize that TAADS documents represent a snapshot of an extremely dynamic system. Reconciliation of data bases is essential, but alternatives to reconciliation at the billet level of detail are available.

d. Findings: The use of TAADS data in special studies, such as VANGUARD, revealed the inaccuracies in the TAADS data, and reinforced convictions in the field that the Department -- even with the best of intentions and the best of data -- cannot manage the Army's civilians at the billet level of detail.

2.3.2 What controls result from or are related to the present policy of manpower documentation at the billet level of detail?

a. Background: The main question to be answered is, why does the Army document at the billet level of detail? To help answer this we examined a number of documents and conducted appropriate interviews.

b. Research Results: Although we have examined a number of documents that address manpower issues, we have only found one that requires detailed manpower documentation. This is DODI 7730.64, Automated Extracts of Military and Civilian Manpower Records.

c. Analysis: During a telephone interview with personnel at DMDC, it was learned that the services, including the Army, must send DMDC billet level detail manpower documentation for use in various projects, including the Unit Cost Project.

d. Findings: The only current regulation, DOD directive relating to billet level manpower documentation is DODI 7730.64, Automated Extracts of Military and Civilian Manpower Records. This document states quite plainly, "It is DOD policy to maintain a centralized DOD data base of the billets authorized or required..." This document also requires "reporting on all Active military, Reserve military, and civilian (both direct hire and indirect hire) billets..." Furthermore, it orders that "all reports shall be submitted twice a year [and] shall be received by DMDC..." DMDC has received reports from all of the services and they are in order.

2.3.3 What can't be accomplished at HQDA if the policy of documentation at the billet level of detail is eliminated?

a. Background: The policy of HQDA requiring that billet level documentation be maintained at the headquarters level was based on the following five major objectives:

(1) To have headquarters access to billet level data in order to obtain management information associated with the size and structure of the TDA Army;

(2) To use billet level detail to hire civilians and assign military personnel to the TDA Army;

(3) To use billet level detail in the application of functional manpower standards associated with the changes in workloads;

(4) To use billet level detail in the career and proponency management functions of the Army; and

(5) To use billet level detail to provide internal and external manpower reports relative to the budget development and execution cycles of the Army.

b. Research Results: During the BLDS assessment of the Billet Level Documentation Review -- HQDA Staff Initial Research and Analysis document, it was concluded that there were considerable users of the TAADS billet level data. In fact, 53 management system interfaces were described, and an additional 39 potential functional users were identified. During the BLDS interview process conducted with major staff offices of HQDA, TAADS user requirements were considerably less than expected.

c. Analysis: While there may be users of TAADS billet level detail at the Department, the inaccuracy of the data begs the question: "How good are the decisions that are made with bad data?" Where billet level detail is presently being used, as in training, promotion, and other projections, it seems that models based on summary data and historical analysis would provide better results than inaccurate billet level detail from TAADS.

d. Findings: HQDA cannot furnish DOD billet level detail from TAADS if that data is not available to the Headquarters. Billet level detail can, however, be taken from inventories to satisfy some needs, and new or revised models can be built to provide projections that today look to TAADS.

2.3.4 Does the manpower management decision process rely on manpower documentation at the billet level of detail?

a. Background: Billet level detail has been used in the manpower management decision process in the past and is likely to be called upon in the future. However, the use of billet level detail has generally been used in the following functions:

(1) The replacement of MTOE military manpower used in the support of a TDA mission with civilian manpower;

(2) The civilian substitution of TDA military manpower for civilians to permit the military manpower to be used in other TDA functions or for reassignment to MTOE units; and

(3) The civilianization of TDA military manpower spaces to accommodate a reduction in Army military end strength.

Under any of these scenarios, billet level detail is used to track the adjustments to the size and structure of the TDA Army. In the past, the Congress has required specialized reports to justify civilian increases and to track the implementation of the civilian usage. This tracking responsibility should not be considered a HQDA responsibility. It could be tracked at the MACOM or installation levels with the required policy management guidance from HQDA.

b. Research Results: Very little billet level detail is used by HQDA to support the manpower management decision process. Through interviews with six major HQDA staff offices, the comment was consistently offered, "This office does not use billet level detail in performing the functions of this office."

c. Analysis: Under the CENDOC proposal of the VANGUARD study, TRADOC would be assigned the function of maintaining a billet level documentation system. The Office of the Deputy Chief of Staff for Operations indicates that "command mangers can use the billet level documentation to indicate the detailed manpower implications of increases or decreases to TDA manpower changes." Their detail would be included in the output of the SAMAS and would be provided to MACOMS as the manpower annex to the PBG.

d. Findings: The issue of whether the manpower decision process relies on billet level detail is largely based on responses of the six

major staff offices visited. Their response was that billet level manpower detail was not required for their functions.

2.3.5 Is there a need for the organizational structure, mission statements, and functions statements which are listed in Section I of the TDA?

a. Background: AR 310-49-1, The Army Authorization Documents system (TAADS) Documentation Procedures and Processing, with change 1, dated 15 November 1980, states (page C-3) that the organization chart will be "page 2 of Section I" of the TDA and MOBTDA and that it will "depict the command, staff and other relationships between organizational elements. Each box of the chart relates to a numbered paragraph in Section II."

The AR states further (page C-3) that paragraph 5 of Section I of the TDA and MOBTDA will "include concise statement of major missions and/or assigned tasks" and that "for missions clearly defined by Army regulation or HQDA directive, a reference will be sufficient."

Finally, the AR states (page C-3) that paragraph 6 of Section I of the TDA and MOBTDA will "include statements for all functions which are the responsibility of the unit, whether performed by TDA personnel, assigned MTOE units, or personnel of tenant units."

b. Research Results: Individuals who are familiar with the contents of TDAs and MOBTDAs know that the organization, mission, and function statements in Section I of the TDA can be referenced when needed.

Subject Section I data is used by individuals involved in surveys at USAFISA.

Some argue that subject Section I data is nice to have, but not essential. The data is locked in safes in case anyone asks for it.

In MTOE units, the mission, organization, and function statements are readily referenced and more frequently referenced in documents other than the MTOE.

One mid-level manager on the Army Staff stated that the Section I data should be used far more than it is currently used.

c. Analysis: Both MTOE and TDA organizations have mission and functions statements associated with the organization. The statements are used by manpower managers. Because these statements have been institutionalized in the MTOE and TDA, it is appropriate that they remain there. If the transition to Centralized Documentation takes place, there is added benefit to the mission and functions statements because Centralized Documentation will allow greater standardization of terminology and understanding across the Army.

The case for the structure is not clear. It is clearly useful as a check on such issues as span of control and the establishment of lines of authority. Other documents and policy sources more commonly establish the span of control and lines of authority within an organization, but the MTOE and the TDA are appropriate documents in which to depict organizational structures.

d. Findings: Interviews indicate that there is no compelling reason to eliminate the organizational structure, mission statement, and function statements from Section I of the TDA. The data is needed to ensure that the Army organizations are disciplined from a management perspective.

2.3.6 Are there ADP systems costs and benefits that can be quantified relative to the present policy or proposed changes to the present documentation policy?

a. Background: The life cycle costs of ADP systems must be evaluated against the benefits anticipated or being derived from the system.

Costs are proportional to the complexity of the system, which is defined in DOD Standard 7935A, DOD Automated Information Systems (AIS) Documentation Standards, as a function of originality, flexibility, span of operations, dynamics of requirements, equipment complexity, the number of people assigned to the development effort, the development (less hardware) costs, the criticality of operations, the priority for software changes, the processing requirements, the programming languages, concurrent software development, and the communications architecture.

Systems costs from a users perspective also include hardware costs and the manpower costs of entering, maintaining, communicating, and reconciling data. Total system costs are difficult to quantify accurately, and a meaningful estimate would be dependent on variables that are beyond the scope of the present study.

Benefits of automation are also difficult to quantify, and the truisms of automation find no exceptions with regard to the present state of automation of the Army manpower system. There are no benefits if bad data plagues the system. Garbage in, garbage out. There are no benefits if data supporting decision making is available only after decisions are made. There are reduced benefits if data in one system cannot be used by another system that relies on the same data.

b. Research Results: Appendix E of the Billet Level Documentation Review -- HQDA Staff Initial Research and Analysis lists 53"current management information systems" that interface with TAADS. Pages

E-60 and E-61 of the review list another 39 systems under the heading, "Other Potential TAADS Interface."

An "interface" is defined in Alan Freedman's The Computer Glossary as:

> A connection and interaction between hardware, software and the user. Hardware interfaces are the plugs, sockets and wires that carry electronic signals in a prescribed order. Software interfaces are the languages, codes and messages that programs use to communicate with each other, such as between an application program and the operating system. User interfaces are the keyboards, mice, dialogues, command languages and menus used for communication between the user and the computer.
>
> Interfacing is a major part of what engineers, programmers and consultants do. Users "talk to" the software. Hardware "talks to" other hardware. All this "talking to" is interfacing.

The technology associated with the Army's manpower management systems spans 30 years -- generations in the life cycle of computers.

Computers are ideally suited to the management of manpower. Few computations are needed, and advances in computer hardware and software in the years since TAADS was developed have given individuals the power to design manpower programs that serve their particular interest with relative ease.

Today's computer environment, particularly where structured query language is available, allow myriad reports from relatively small databases. The possibilities for "slicing and dicing" are virtually limitless given the number of data elements in existing automated manpower systems.

A human tendency to accumulate data was observed. This tendency is exacerbated in complex organizations. If data exists, the manager is more prone to conclude, "Send it along just in case," rather than to conclude, "I'll call you for the information if I need it."

c. Analysis: The interfaces listed in the HQDA Staff Initial Research and Analysis are not all interfaces in the sense that each of the programs listed "talks to" TAADS. In fact, the programs listed in Appendix E do not all currently interface with TAADS but rather share or have the potential to share common elements of data.

The distinction is important because interfacing is essential to the efficient operation of large data systems, and the interfacing of manpower systems is clearly within the state of the art and clearly should be a goal where the 53 and 39 systems are concerned. The costs of establishing interfaces among these systems is considerable.

Given the relative ease of developing database programs, the power of today's desktop micro-computers, and the variety of data maintained within the broadly defined manpower management system, programs have proliferated to meet real and perceived requirements. The question, "What is the cost and what is the benefit?" must be faced early in the life cycle of every program.

Computers early on had the reputation of saving time and effort, but for many they were feared as "job eliminators." As downsizing occurs, the role of computers must be closely monitored to ensure the costs of data input do not exceed the benefits.

d. Findings: Present policy of maintaining billet level detail in The Army Authorization Documents Systems clearly has a cost. Current benefits do not justify the cost of reconciliating civilian authorization at the billet level of detail at HQDA.

3. ISSUES ANALYSIS

This Section addresses issues germane to billet level documentation that currently bear on the Army:

3.1 What are the current internal and external regulations, policies, and directives, that govern or influence the level of manpower documentation and the organizational level that reviews and approves them?

a. Background: To help answer this question we have conducted a number of interviews and have examined numerous documents from Congress, DOD and the services.

b. Research Results: Congress has issued a number of directives that require some form of reporting by DOD to the Congress. The important fact here, however, is that it is not specified how the information is to be reported, collected, and stored. In other words, Congress has not issued any directives regulating the level of detail in manpower documentation.

On the other hand, DOD has issued DODI 7730.64, Automated Extracts of Military and Civilian Manpower Reports. This document requires billet level manpower detail on all military and civilian personnel to be reported on a continuous basis. This data is sent to DMDC, which also acts as the reviewing organization.

c. Analysis: Congress and DOD have the most influence over the level of manpower documentation and the organization level that reviews and approves them. Congress exerts its control indirectly by requiring a number of very rigorous reports each year. DOD is much more direct. In DODI 7730.64 it orders that billet level manpower detail is required and will be reviewed by DMDC.

d. Findings: DOD places the only direct control over the level of manpower documentation in DODI 7730.64.

3.2 What is considered a necessary level of documentation detail to manage the Army's manpower resources?

a. Background: The Army's manpower resources are managed, allocated and controlled at basically three levels today. While the definition of management varies considerably at each level, manpower resources are "managed" to support manpower policy guidance, commander's missions and installation level mission support capabilities. In a generalized top down model, the tiers of manpower management are:

- **TIER I,** Headquarters, Department of the Army (HQDA)
- **TIER II,** Major Army Command (MACOM)
- **TIER III,** Installation

b. Research Results: Research at **TIER I** has indicated that billet level of detail is not used to manage Army TDA manpower resources in either the planning, programming, budgeting, or execution cycles. While considerable manpower documentation detail is included in the Total Army Analysis process, the results of that process are not required to be recorded by HQDA at the billet level of detail. The **TIER I** Program Development Memorandum (PDM) process does not use billet level detail to support the submission of the Army POM. Except for the budget level detail that is provided to DOD and the congress, the **TIER I** budgeting function does not use billet level detail. The commanders at **TIER II** are responsible for providing that detail in the submission of their command plans as a result of the aggregate changes that are provided through the PBG and the related manpower annex.

c. Analysis: The research finds that billet level detail is not used to manage the Army's manpower resources at **TIER I.** Our analysis of this issue has resulted in the development of a premise that this may be

a **TIER II** and **TIER III** manpower management responsibility and possibly should not be included in the definition of managing Army manpower resources at HQDA.

d. Findings: Billet level documentation is not used to support the HQDA functions associated with the management of Army manpower resources. Billet level documentation is essential to the management of the Army's manpower resources at the MACOM and the installation levels, **TIER II** and **TIER III.** Management of the Army's manpower resources should be supported by billet level documentation maintained at the MACOM and installation levels.

If this finding results in a HQDA decision to eliminate billet level documentation information for use by HQDA, a major new set of manpower policies must be developed. This policy guidance would be provided to the MACOM commanders for the purpose of managing manpower resources following HQDA manpower decisions, allocations and guidance. In part, this would be an update to AR 310-49 and a new AR providing manpower policy guidance on the use of military and civilian manpower in the TDA Army.

This revised policy guidance and new policy guidance would be required in the following area:

- TDA organizational structure (AR 5-3)
- Proper skill identification
- Proper AMSCO
- Standards of grade use
- SIMOS requirements
- Standardization policy

- Developing new concept plans for an annual update cycle
- Manpower management guidance (AR 570-4)
- Manpower documentation guidance (AR 310-49)
- Annual documentation update and data transmission to HQDA, OSD and the Congress
- Automated extract guidance for military and civilian records (DODI 7730.64)
- Mobilization guidance (DODI 4001.1)
- MCB guidance, and
- AMHA guidance (DODI 5100.73)

3.3 What controls result from or are related to the present policy of manpower documentation at the billet level of detail?

a. Background: As a part of each President's Budget submission, the Department of Defense issues manpower controls to the services by Defense Planning and Program Category (DPPC). This guidance controls both the total size and manpower allocation structure for the military departments. Section D.6 of DODI 5124.2 dated 26 January 1990 indicates that the DOD will administer and implement controls on military manpower strengths but makes no reference to civilian controls. Currently, no other external controls are issued to the Army regarding civilian controls except as issued through the DMR or DMRD processes related to the submission of the President's budget.

b. Research Results: While manpower controls are issued by the Department of Defense to the Army for military strength levels, they do not result from nor are they related to the present policy of documentation at the billet level of detail.

c. Analysis: DODI 7730.64, dated 27 December 1988, requires the reporting of billet level detail for both military and civilian manpower. In addition, DODI 1100.19 dated 20 February 1986 requires the Military Departments to maintain internal manpower planning information systems at the billet level of detail but for internal use as part of the Wartime Mobilization Planning System (WARMAPS). It does not require that the information be maintained at HQDA.

d. Findings: The BLDS team was unable to identify any controls that result from the present policy of manpower documentation at the billet level of detail as contained in AR 310-49 but was able to identify external DODI guidance to support the requirement for billet level detail as contained in AR 500-5. However, the billet level detail required is a result of DODI 1100.19 to support mobilization planning and it is not a result of the present policy of manpower documentation at the billet level of detail.

3.4 What can't be accomplished if the policy of documenting at the billet level of detail is eliminated? (See Chapter IV for the impact of eliminating billet level detail on installations and MACOMS.)

a. Background: Documentation of TDA Army manpower began in 1943 through a Manpower Commission established by the War Department Manpower Board. By 1946/47, the DCSPER was managing and allocating civilian manpower resources and civilian manpower. By the late 1950s, as a result of the Korean War drawdowns and as a result of the success of manpower planning and time and motion studies in the private sector, the Army was the first of the Military Departments to document installation manpower through the Table of Distribution (TD). The word 'distribution' in the title was associated with the allowed manpower to support the mission and equipment assigned to the unit or organization. While many changes have taken place to improve the TDA since its TD origin in the late 1950s, the most significant change was in 1966 when the Army

introduced the current TDA document which required a greater level of detail than did its predecessor, the TD.

In 1970, the TDA was revised to include the requirement for concept plans to be submitted to HQDA prior to the preparation and submission of changes to the TDA document. No changes were made to the level of detail that was previously required for the documentation of manpower for the TDA. That level of detail was required for both military and civilian positions and included: position, job title, grade, job series/skill, AMSCO and required and authorized levels of manpower. The current guidance is contained in AR 310-49, which was last revised in 1980.

b. Research Results: Our research was limited to specifically answering the question of what cannot be accomplished at HQDA if the policy of documenting at the billet level of detail is eliminated. The results of our research suggest everything can be accomplished at HQDA if manpower continues to be managed as it is today and if the policy of documenting at the billet level of detail is maintained by the MACOM and the installation commanders. This research result assumes that the policy will be maintained for the MACOM and installation level but that the information would not be available for HQDA use. The primary use of billet level detail data at the MACOM and installation level is to support manpower planning and budget execution under the policy of Managing Civilians to Budget.

c. Analysis: The issue of what cannot be accomplished at HQDA is a critical issue to the Army and those that manage manpower at HQDA. Considerable use is made of TAADS TDA data at HQDA and external to the Army. Our research suggests that this data can and will be useful in the future but that it is not a prerequisite to the current manpower management at HQDA. Selected analyses will require billet level documentation which can be obtained from the MACOM level as required. With this option available, the answer to the question of what cannot be accomplished at HQDA without billet level

documentation becomes a rhetorical question since virtually nothing is done with it today.

d. Findings: Virtually nothing is lost in terms of what cannot be accomplished if manpower continues to be managed as it is today and if billet level documentation is eliminated for HQDA. This finding is based on the assumption that billet level data will be continued at the MACOM and installation levels and that if required, HQDA can request selected portions of billet level documentation based on the requirement for special analyses.

3.5 How does the Army's Manage to Civilian Budget initiative influence the manpower documentation of civilians at the billet level of detail?

a. Background: Managing Civilians to Budget (MCB) has its roots in the private sector where industry expectations drive quality improvement, increased productivity, and workforce composition. American industry leaders have realized that strategic business planning and human resource planning must be in step with each other and should reside together at the corporate level, while day-to-day personnel management is best delegated to line managers. Delegation of personnel staffing functions has proven to improve productivity and save money.

Even though MACOM and installation managers have routinely used aspects of MCB in the year of execution, the Department of the Army adopted MCB formally as a result of the Civilian Personnel Modernization Project (CPMP) initiated by the Chief of Staff of the Army (CSA) in 1986. The CPMP followed a 1986 Department of the Army Inspector General (DAIG) report that recommended delegating greater personnel management flexibility to commanders and line managers.

MCB was designed to link position classification and budget execution and to include measurement systems and performance incentives (i.e., gainsharing) for improved results. The intention was

to limit managers only by their civilian pay ceiling and OPM classification standards. This was to stimulate greater initiative by line managers at the lowest practical level (i.e., at least two levels below the installation commander, and ultimately to all managers of ten or more subordinates) by giving them greater authority and responsibility in personnel decisions while rewarding them and holding them accountable for results.

The MCB initiative is similar to initiatives in other Federal agencies, such as the Navy's Manage to Payroll, the Air Force's Palace concept, the Forest Service's Pilot Test, and the Social Security Administration's Manage to Budget program. All of these programs attempt to streamline management by downward delegation of classification and budget authority.

MCB was approved for start-up on a pilot basis by the CSA and the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA-M&RA). Implementation began at fifteen test sites on October 1, 1987. The pilot was expanded in 1990 to a total of 61 sites, including all TRADOC installations. MCB was implemented Army-wide in 1991 at all CONUS locations. Plans call for expansion to OCONUS in 1992.

The advent of MCB led the General Officer/Senior Executive Steering Committee (GOSESC) on Civilian Personnel Modernization and the ASA-M&RA, in May 1990, to propose eliminating billet level civilian authorization data. The ASD-FM&P denied the proposal, reaffirming the need for the data to support workforce modernization planning. The controversy inspired DCSOPS to conduct an indepth field study of manpower management requirements with special emphasis on MCB test sites.

Two other recent reports, the Deputy Chief of Staff for Personnel (DCSPER) Report and one by the Army Audit Agency have examined the operation and management implications of MCB. Relevant

findings from the three reports and the results of interviews with knowledgeable personnel are discussed below.

b. Research Results: A number of issues have been raised about MCB and documentation needs for management and reporting on civilian personnel:

- The Congress, the Office of Management and Budget (OMB), and the Office of Personnel Management (OPM) support MCB. Billet level information is neither required nor desired. Congress, however, does impose reporting and management controls on military manpower (annual end-strength ceilings, general/flag officer ceilings, field grade officer ceilings, and senior grade enlisted percentages). These controls do not apply to civilian manpower management.

- The Office of the Assistant Secretary of Defense for Force Management and Personnel (ASD/FM&P) and its counterpart Department of the Army staff require billet level manpower requirements information for both military and civilian positions for planning the manpower structure, training and development. MCB has not affected these requirements. Officials from ASD/FM&P see no conflict between delegating personnel staffing authority to the local level and maintaining billet level central files at Headquarters. It has been their experience that local authorities change manpower requirements only at the margin, and have little impact on the planning activities to provide visibility for the out-years.

- MCB is consistent with "corporate" DOD and Army management initiatives to measure and manage for performance accountability on a unit cost basis, increase contracting out, and downsize Defense agencies. MCB also encompasses concepts of Total Quality Management (TQM) emphasizing streamlined decision-making and empowerment of managers at the lowest possible level.

- The Defense management agencies (DMAs) do not collect nor use billet level information on their civilian employees, despite the fact that they have predominantly civilian workforces. In the future, many of the Army's TDA organizations are expected to function on the DMA model.

- Civilian personnel in the Army are budget-driven throughout the system down to the local level. This is in contrast to military manpower that is formula-driven.

- The armed services are moving away from the engineered standards. For example, the Air Force has adopted a more sophisticated analytical sampling work measurement system. This is another example of a trend towards decentralization.

- Audits have criticized MCB implementation harshly. Most have acknowledged that the concept of MCB is sound while criticizing the way it has been implemented within the Army.

- Local managers require more analytical resources and better information to support their expanded decision-making authorities under MCB. For example, Fort Dix required six additional staff positions to handle MCB-driven workload. Some have interpreted the need for more resources at the base level as a sign that MCB's implementation has been flawed. Another interpretation, consistent with MCB experience in other government agencies, is that base level workload should be expected to increase as a natural byproduct of decentralization. Workload and staffing shifts have occurred in other agencies that allow for roughly equal and offsetting reductions in manpower planning workloads and staffing at the corporate level. Corporate level reductions in workload have not been identified to date in the Army.

- The present billet level management information system, TAADS, was designed to operate in a centralized management environment primarily to support corporate-level manpower planning. TAADS is unpopular both in the field and among selected staff elements. It is generally viewed as antiquated, rigid, and expensive to operate, with data that is up to two years out of date and of limited use or value.

- Managers are on record as requiring better information and greater flexibility than TAADS is capable of providing. Many have designed their own information systems on civilian personnel using many TAADS data elements. This is consistent with MCB experience in other agencies where locally designed, user requirements-driven systems have been developed to support a new decentralized management environment.

- As presently designed and operating, ACPERS is not a reliable substitute for TDAs for long-range planning. ACPERS is a position-driven system that includes local TDA-derived billet level data describing on-board personnel ("faces"), not authorized positions ("spaces"). Moreover, it suffers from a reputation as being user-unfriendly.

- The issue of billet level documentation is extremely sensitive. Emotions run high, and opinions are very strongly held and polarized in a way that leaves very little grey area and room for compromise. Both sides argue their positions strongly and persuasively.

c. Analysis: MCB is but one of several management trends affecting the issue of billet level information for civilians. The greater DOD initiatives of downsizing, decentralization, and unit cost/performance management are consistent with MCB. They also have at least as much and probably more to do with the questions that have been raised than MCB has had. MCB's start-up problems have made it a

ripe target for criticism that has also served the purpose of deflecting other concerns about the usefulness of TAADS to managers in the decentralized environment.

d. Findings: The aims of MCB and corporate manpower planning are not incompatible. Moreover, managers operating under MCB and corporate level planners share something in common: they both have information needs that are not being served well by TAADS.

Manpower planning requires routine access to a certain amount of detailed information on civilians in a corporate level data base. TAADS contains many of the right data elements, but all of the billet level data currently captured are not essential. The accuracy and timeliness of TAADS data are also unreliable.

To make MCB work, controls should be removed and more effective authority delegated to managers. Authorities should include the ability to customize management information systems according to local needs as long as they capture, at a minimum, standard data elements determined to be essential for corporate level planning. A more flexible vertical reporting system should be designed for periodic telecommunications reporting of standard reporting elements from the field to headquarters.

3.6 How does the Army's downsizing plan influence the manpower documentation at the billet level?

a. Background: During the decade of the 1980s, the Army's manpower base increased largely in the reserve components and the civilian component and remained relatively constant in the active force. Through the decade of the 1990s, the Army will experience a downsizing of approximately 25 percent with related manpower reductions in all three components.

The issue of downsizing is not the issue that caused the Army to examine the use of billet level data at HQDA. Rather, the combined

issues of Manage to Civilian Budget, the maintenance of billet level detail for decision making at HQDA and the objective of providing Army commanders with greater opportunities and flexibility in budget execution caused Army leaders to examine their current manpower policy guidance.

b. Research Results: During the research and data collection phase of the BLDS, the team analyzed the impact the downsizing of the Army had on HQDA manpower managers. With the exception of the Army Budget Office, which is processing additional manpower transactions as a result of the downsizing requirements, the downsizing objective is not causing HQDA managers to eliminate billet level management practices. Rather, they are recommending the removal of billet level detail to improve the HQDA planning, programming, budgeting and budget execution systems by requesting that the MACOM commanders provide the detailed documentation of the HQDA decisions. This appears to be directly related to the managerial principles of large organizations providing the maximum flexibility to managers in executing headquarters decisions.

c. Analysis: The analysis of this issue indicates that downsizing is not the driving reason for the use of billet level documentation in the HQDA manpower management process. The primary two reasons are:

(1) The lack of the current use of billet level data in the current manpower management processes of HQDA; and

(2) The management philosophy to delegate to subordinate commanders the maximum flexibility in documenting and executing the HQDA downsizing management decisions.

d. Findings: The downsizing of the Army is not the primary reason for HQDA to eliminate billet level data in their HQDA management decisions and systems.

3.7 Does the manpower management decision process rely on manpower documentation at the billet level of detail?

a. Background: Congressional guidance and control do not specifically require that the Army manpower management decision process be made at the billet level of detail. The billet level of detail for the manpower management decision process is normally defined by the numbers of military or civilian positions by MACOM and Unit Identification Code (UIC) that will be increased or decreased. The documentation in TAADS is retained by grade and skill by MACOM and UIC. However, the manpower management decision process at the time of the decision does not rely on manpower documentation at the billet level of detail. Selected aggregate or summary analyses such as Space Imbalanced Military Occupational Specialty (SIMOS) governed by AR 570-4, the Defense Officer Personnel Management Act (DOPMA) and The Civilian Forecasting System (CIVFORS) require documentation at the billet level of detail for management for the force, but they are not normally associated with the total force management decision process leading to the development of the Program Objectives Memorandum (POM) and the budget submission.

b. Research Results: A literature search of DOD and Army regulations and policy guidance did not result in a specific requirement for using billet level detail for the manpower management decision process. During the interviews conducted in support of the BLDS, it was generally agreed that specific functional users do require and rely on billet level detail. The primary functional users that rely on billet level data are:

(1) Military personnel planners and managers;

(2) Civilian personnel planners and managers;

(3) Military personnel strength managers;

(4) Army Budget Office managers;

(5) Program Objectives Memorandum development managers;

(6) Military and civilian proponency managers; and

(7) Selected special study groups such as Project VANGUARD.

The General Accounting Office (GAO) and the Congressional Budget Office (CBO) have not specified the use of billet level detail in the management of the manpower resources associated with the TDA Army. In the past the GAO has been critical of the Army's manpower requirements determination process and has encouraged the use of a "standards" based manpower requirements system. The Army's current Manpower Staffing System (MS-3) for the TDA Army is a result of the GAO oversight of this initiative. Since MS-3 depends on billet level detail and documentation, the GAO is aware of the level of detail that the TDA manpower system of the Army operates and supported that level of detail in support of a standards based manpower requirements determination system.

The CBO has been less involved in the Army's manpower system except when it involved selected CBO study areas.

Army regulations, specifically AR 310-49 and AR 500-5, prescribe a billet level documentation system to support internal Army needs as well DoD and JCS mobilization and operations planning. The latter regulation is the basis of the command plans for the deployment and utilization of forces and the Army plans for providing mobilized forces.

DoD regulations, specifically DODI 7730.64 and DODI 1100.19 require

- that the Army provide billet level manpower data to support military and civilian record extracts,

- that the Army provide internal Army mobilization planning systems at the billet level of detail, and

- that the Army project these requirements for specific scenario planning with available supplies of personnel over the time of the scenario specific plan.

c. Analysis: This question has provided Army managers the opportunity to provide their responses based on their managerial perspective. Some who use or would desire to use billet level documentation more view this question as an opportunity to increase or extend the current policy of billet level documentation. These views are clearly in the majority at this stage of the study.

Those that provide a different perspective do so from the standpoint that billet level detail is currently not used in the major decision making process in the Army's resource management system, and therefore conclude that the additional detail is not necessary. These viewpoints will be explored in additional detail in the remaining interview phase and will be arrayed to develop an analytical basis for the BLDS.

d. Findings: The results of our research and reviews suggest that there is a continuing need for billet level documentation for the TDA Army. The following four primary factors led the BLDS team to a consensus on this issue:

(1) The requirement exists to support the needs of military and civilian personnel planners in the maintenance of each of their respective work forces;

(2) The requirement exists to provide a centralized base of management information on the size and structure of the TDA Army;

(3) The requirement exists to support the mobilization function of the Army and DoD in planning for the TDA support for future mobilization needs; and

(4) The requirement exists to reduce the TDA Army by approximately 25 percent by 1997 using specific reductions by grade, skill, UIC and AMSCO.

3.8 What are the implications for mobilization management if manpower is not documented at the billet level of detail?

a. Background: Mobilization management is a crucial element in the operation of a modern army.

b. Research Results: TAADS billet level manpower data is not used for mobilization management at HQDA. Mobilization documents have a low priority among offices and agencies interviewed. Some managers acknowledged that these documents should have a much higher priority.

c. Analysis: One opinion that was expressed regarding mobilization planning and billet level documentation drew on the example of Desert Shield/Desert Storm. When asked whether civilian billet level data was important for mobilization planning, the interviewee said, "...we had a hiring freeze in effect [during Desert Shield/Desert Storm]. What value did the manpower billet level data base have?" This, and other interviews, show that civilian level detail has little or no value for mobilization management.

d. Findings: Civilian billet level documentation is not used in current mobilization management functions at HQDA.

3.9 How does a decision to retain or modify the present policy affect ADP systems currently in place or those that are currently under revision?

a. Background: TAADS is an old system designed in the 1970s to meet the Army's MTOE and TDA force structure requirements. Given the dramatic changes in technology and new requirements, the need for ancilliary programs has led to the development of approximately 100 programs that have share data elements or interface with TAADS.

TAADS-Redesign is currently in development.

b. Research Results: The Mission Element Need Statement for TAADS-R was published on 31 March 1986. Since then, resources have been expended to field an improved capability to create new authorization documents (or to modify old ones) by modeling an existing TOE, Living TOE, MTOE, or TDA or creating a TDA from a zero base.

Decisions to centralize documentation and other policy decisions continue to impact on the development of TAADS-R.

At the time the Functional Design for TAADS-R was published (January 1988), 128 data elements were included in the TAADS-R data element dictionary, and an additional 10 FAS data elements were planned for use in TAADS-R reports.

The nearly 100 programs that share data or interface with TAADS are constantly under modification and revision. The identification of new systems is a constant activity as well.

c. Analysis: Given the research results above, any policy decision concerning level of detail, to include elimination or modification of data elements in a significant number of the approximately 100 programs that use or are related to TAADS will be affected. The degree of the impact on automation systems planned or undergoing modification is directly related to the policy decisions made.

d. Findings: A decision to retain or modify the present policy will affect ADP systems currently in place as well as those that are currently under revision.

3.10 What impact does eliminating billet level documentation have on skill management, career management, equipment management, and organizational management?

a. Background: It has been the practice of the functional managers at HQDA to rely on the documentation associated with AR 310-49 to maintain oversight of their respective responsibilities. Through this process special guidance, letters of instruction or realignment actions were implemented to correct any problems indicated in the documentation of Army manpower. Also included in this oversight approach are the functions of skill management, career management, equipment management and organizational management.

b. Research Results: HQDA functional managers rely heavily on equipment and manpower documentation contained in the TAADS. With the BLDS focus on the TDA manpower documentation, the research and information gathered indicated that there are five functional groups that will need a new source of aggregate manpower documentation if HQDA billet level documentation is eliminated. These functional groups are:

(1) MPA strength and costing managers;

(2) Military personnel policy and career field managers;

(3) Civilian proponency and training managers;

(4) TDA mobilization managers; and

(5) Military proponency and training managers.

c. Analysis: The initial research results indicate that functional managers use billet level documentation information considerably more that do "process" managers such planners, programmers and budget managers. While it is quite appropriate for process managers to indicate their lack of use of billet level documentation, they all acknowledge that there may be additional functional users that would require a new source of billet level documentation data.

If these five functional groups depend on TAADS billet level documentation data, their needs should be met with alternative sources of data.

d. Findings: The BLDS team has determined that there are functional users of billet level documentation data. If the Army decides to eliminate HQDA billet level detail, their requirements should be defined and alternative sources of required information should be developed. This may require the development of an annual MACOM TDA aggregation system which produces billet level data based on the President's Budget submission.

3.11 What other data systems currently exist that provide the data needed for manpower management (i.e., ACPERS, CMOD, etc.)?

a. Background: The Army continues to develop and bring new data systems on line that either interface with or are closely related to The Army Authorization Documents System. Savings and efficiencies are possible if redundancy and unnecessary data can be eliminated.

b. Research Results: Appendix E of the Billet Level Documentation Review -- HQDA Staff Initial Research and Analysis lists 53 "current management information systems" that interface with TAADS. Pages E-60 and E-61 of the review list another 39 systems under the heading, "Other Potential TAADS Interface." Most, but not all, of these systems fulfil a requirement for manpower management.

Manpower management programs not included in the HQDA Staff Initial Research and Analysis include:

- the Workload Resource Analysis Model (WRAM), and
- the Civilian Manpower Obligations Resources Decision Support System (CMORE).

The most frequently cited alternative system to TAADS is ACPERS.

Both the TRADOC On-Line TDA and the USAREUR system are more responsive to MACOM needs than TAADS.

c. Analysis: As presently designed and operating, ACPERS is not considered a reliable substitute for TDAs for long range planning. ACPERS is a position-driven system that includes TDA-derived billet level data from TAADS. ACPERS describes on-board personnel ("faces"), not authorized positions ("spaces"). Moreover, it suffers from a reputation as being user-unfriendly.

The tendency for managers to develop automated systems that serve their particular needs complicates data management. No single system serves all, but networks and integrated systems can provide common databases to multiple users.

Senior management recognizes the need to determine its essential requirements for the efficient management of civilian resources within the department. Senior management needs to address the requirements imposed by OSD and Congress to further streamline the total civilian personnel management system.

d. Findings: The question posed cannot be answered properly until the civilian manpower management community determines its essential elements of information.

3.12 How will emerging DOD management trends, such as, "unit cost per output" and Defense Business Operations Funds (DBOF), affect manpower documentation at the billet level?

a. Background: DOD introduced the concept of developing a financial management system based on the "cost per output" for resource management decisions through a 10 August 1989 memorandum entitled "Development of a Financial Management System based on 'Cost Per Output.'" The objective of the memo was to introduce a business-like approach to the measurement of performance and quality goals necessary to satisfy customers at the lowest cost. After a thorough review, it was determined that there was a lack of consistency within DoD in the use of inputs/output measures for making resource management decisions and measuring productivity.

DMRD 971 contained the proposal to establish a Defense Business Operations Fund (DBOF), capital budgeting, reimbursable military personnel costs, and unit cost resourcing guidance. Initially, the DBOF initiatives will be limited to business-like activities and functions that are more easily measured in terms of cost per output. These activities and functions will be assessed for Unit Cost Resourcing (UCR). A preliminary list of those functions includes:

Recruiting;

Military training;

Supply operations;

Supply depots;

Medical care;

Depot maintenance;

and Commissaries.

DOD will continue to expand the UCR list and will use the Defense Manpower Data Center(DMDC) to track the budget execution data.

b. Research Results: It appears as though the business-like approach contained in DMRD 971 will require the development of unit cost measures for things as well as personnel. Included in the UCR approach will be depot operations costs, base support costs, and regionalized support activities. This has the potential for including all TDA personnel at some point in the future since Army TDA organizations provide mission support functions to the TOE Army.

c. Analysis: As Congress debates the merits of the DBOF, it is clear that a new resource allocation system is being developed which will use business-like performance standards, output measures, unit costing indices, general and administrative costs by base support categories and direct cost for customer services provided for Army functions.

d. Findings: The new initiatives of DOD will have a direct impact on the use of manpower resources in the TDA Army. The initial evaluation by the BLDS team is that billet level documentation is essential to the successful implementation of the DOD initiative in the Army. In addition, the TAADS, MS-3 standards, the Army Functional Dictionary, and standard work center codes will contribute to the successful implementation of the DOD DMRD 971 in the Army.

Chapter IV. MACOM AND INSTALLATION INPUT BILLET LEVEL DOCUMENTATION STUDY

This chapter provides a summary of MACOM and installation level inputs relative to the Billet Level Documentation Study. The chapter includes background, research results, analysis, and findings for the questions shown.

1. INTRODUCTION

The questions addressed in this chapter were provided in the contract statement of work and were selected for inclusion in this chapter as a result of their applicability to issues affecting the MACOMs and installation.

2. QUESTIONS PERTINENT TO MACOMs AND INSTALLATIONS

2.1 What are the advantages and disadvantages of the present Army policy to document military and civilian manpower at the billet level of detail and to retain full detail at each operational level -- installation and MACOM?

a. Background: Billet level detail refers to the lowest level of detail found in the Army's manpower authorization documents, for example, in TDAs and MTOEs. At the billet level, paragraph and line number identify each position, billet, or space in the organization being documented. Within these documents, at billet level detail, or paragraph and line number detail, each position within the organization appears with the grade, specialty code, AMSCO, MDEP, and other information associated with the position.

b. Research Results: While there are individuals involved in the Army's manpower management community who believe that manpower authorization documents are no longer needed and others who believe that documentation at the billet level of detail is not needed, no one at the MACOM level who was interviewed questioned the need for documentation at the billet level of detail at some level.

MACOM commanders interviewed stated that to their knowledge billet level detail was not routinely used at their headquarters, but they recognized that in exceptional circumstances they and their staffs, as well as the Department, might have a need for such detail.

Objections by the MACOMs to the providing of billet level detail was voiced strongly by the MACOMs interviewed. (See the list of interviewees in Appendix E.)

Objections were limited to civilian documentation; no one interviewed at the MACOM level objected to the requirement to provide billet level detail to HQDA for military spaces.

Billet level detail allows any individual reviewing a manpower document to have as much information about the position as the next. However, the data contained at the billet level of detail is in constant flux. Hence, some users will have more current information than others. Control codes, approval codes, and effective dates are used, but a number of different documents for the same organization can and will exist simultaneously.

Other advantages to the providing of billet level detail to HQDA by the MACOMs include:

- A common set of data is available to managers at all levels. However, the data is often inconsistent and out of date.

- Data to answer questions from external agencies is available at the department level without the need to query each of the MACOMs.

- HQDA management information systems using billet level detail can be reconciled at the lowest level available.

- Data at the billet level of detail is needed as input to systems that project needed recruitment, training, and promotion, career management, professional development, and force costing.

Disadvantages to the providing of billet level detail to HQDA by the MACOMs include:

- Recognition that the data is dated and hence, often inaccurate.

- The reconciliation of manpower data at the billet level of detail between the FAS, PBG, and TAADS is a useless paper drill because the TAADS document is out of date by the time the reconciliation takes place.

- Limited resources are available in shrinking headquarters to maintain and reconcile detail at the billet level. One MACOM stated that 44 man-years were expended in the reconciliation of data at the billet level of detail through one MOC window. Other MACOMs were equally frustrated by the amount of manpower expended in what they view as meaningless manpower reconciliation drills. They are meaningless because the reconciliation reflects a snapshot view that is accurate for only a moment of time.

- Regardless of the reality, MACOMs and installations believe that the requirement to maintain TAADS at the billet level of detail for civilians is inconsistent with the current Army management philosophy of Manage Civilians to Budget.

- The use of TAADS billet level detail by HQDA has resulted in the making of decisions and the providing of inappropriate guidance from HQDA when special studies have tried to use TAADS detail to implement downsizing

decisions. For example, one MACOM was tasked to give up numerous assets that it did not have. An installation was tasked to reduce more analysts than it had. Another installation was tasked to give up analysts without regard for the fact that some of the decrement would come at the expense of analysts who were in fact the Army's core of instructors in a technical field specified.

- The perception exists that billet level detail empowers the staff of the higher headquarters to made decisions that local commanders and even supervisors are better qualified to make.

c. Analysis: The necessity for billet level detail for civilians in TAADS is firmly and rightfully established, but the level at which this detail is best maintained and the benefit of reconciling data at the billet level of detail are questions central to the purpose and recommendations of this study.

Billet level detail is needed at the installation to manage manpower resources. Requirements data at the billet level of detail is needed at the installation and MACOM as a planning base for future manpower decisions.

While billet level detail for civilians is used at HQDA to bring TAADS authorizations in line with the FAS and PBG, this reconciliation does not need to be at the billet level of detail. In fact, under Manage Civilians to Budget, it seems sufficient to ensure that the cost of civilians documented in TAADS does not exceed the cost stated in the PBG. Summarized civilian strengths by AMSCO should be sufficient for such a reconciliation.

d. Findings: While provisions to bring civilian authorizations at the billet level of detail in TAADS in line with data in other manpower systems at the department level are desirable, the cost far exceeds the benefit.

2.2 What are the current internal and external regulations, policies, and directives, that govern or influence the level of manpower documentation and the organizational level that reviews and approves them?

a. Background: Few internal and/or external regulations, policies or directives require the MACOMs to document personnel at the billet level of detail. DOD Directive 7730.64 Automated Extracts of Military and Civilian Manpower Reports is the only OSD directive identified which requires billet level manpower detail for all active military, reserve military, and civilian personnel .

The Army requirement to document billet level information is contained in an ASA (M&RA) memorandum of 16 March 1991, Subject: Manpower Documentation Policy. In particular, it states, "IT IS THE POLICY OF THE DEPARTMENT OF THE ARMY TO DOCUMENT ORGANIZATIONAL STRUCTURE, REQUIREMENTS AND AUTHORIZATIONS FOR BOTH MILITARY AND CIVILIAN MANPOWER AT THE INDIVIDUAL BILLET LEVEL OF DETAIL FOR THE TOTAL ARMY. THESE DATA WILL BE CONTAINED IN APPROPRIATE AUTOMATED DATA BASES MAINTAINED BY HEADQUARTERS, DEPARTMENT OF THE ARMY" (capitals in original). The memorandum was signed by William Clark, Acting Assistant Secretary of the Army (Manpower and Reserve Affairs).

b. Research Results: Interviews conducted with personnel at Forces Command (FORSCOM), Training and Doctrine Command (TRADOC), Army Material Command (AMC), and the Military District of Washington (MDW) added no new regulations, policies, or directives to those listed above.

c. Analysis: The level of review and approval for the TAADS billet level data base (as required in the regulations, policies and directives) appears to be inadequate regarding the quality control of the TAADS data base. The MACOMs report the TAADS data base is not current, and in some instances they have discovered documents up to 18 months to three years out of date with respect to detail contained in the documents.

d. Findings: The maintenance of billet level detail is required by DOD Directive 7730.64 and the Clark memorandum of 16 March 1991.

2.3 What is considered a necessary level of documentation detail to manage the Army's manpower resources?

a. Background: The Army manpower management function uses different levels of documentation detail depending on the hierarchial level managing manpower in the Army. There are three levels of general hierarchial management within the Army organizational structure:

- Headquarters, Department of the Army;
- Major Army Commands; and
- Army Installations.

Presently within the Army, all three levels use different combinations of documentation detail to manage the Army's manpower resources.

b. Research Results: The MACOM and installation review phase of the Billet Level Documentation Study revealed that the following types of documentation detail are currently being used:

- Headquarters
  - TAADS billet level detail (for special studies, feed to DOD, and reconciliation)
  - MACOM and installation level quantitative impact estimates of pending HQDA decisions
  - Aggregate estimates of budget and downsizing reductions on the Army manpower structure
  - Manpower surveys and studies to determine quantitative manpower impact estimates
- MACOM
  - TAADS billet level detail
  - MACOM and installation level quantitative manpower impact estimates
  - Aggregate estimates of budget and downsizing reductions
  - Manpower surveys, manpower studies, and manpower standards to determine quantitative estimates and billet level estimates
  - Manpower estimating equations at the billet level and quantitative level of detail
- Installation
  - TAADS billet level of detail

- Installation level quantitative impact estimates

- Manpower surveys, manpower studies, and manpower standards billet level estimates

- Manpower standards-based estimating equations at the billet level of detail

While the BLDS review indicated that all Army hierarchial levels tend to use similar levels of documentation detail to manage manpower resources, most all reviews conducted by the BLDS team suggested that there should be a clear policy differentiation in the documentation detail used at each of the three Army organizational levels.

c. Analysis: Our analysis suggests that a necessary level of documentation to manage the Army's manpower resources by Army organizational level is as follows:

- Headquarters

  - Aggregate quantitative documentation detail is necessary and sufficient to manage the processes of planning (TAA), programming (POM), budget development (PB), and budget execution;

  - On an exception basis, such as BRAC, VANGUARD, special studies, and external Army questions, billet detail should be available through a standardized MACOM and installation level TAADS; and

  - As functional headquarters managers require, models of military and civilian career management, training management and proponency management be developed and made available to help these managers forecast their functional areas.

- MACOM
  - Aggregate quantitative manpower documentation detail is sufficient at the MACOM headquarters to manage the processes of planning (TAA), programming (POM), budget development (PB), and budget execution;
  - On an exception basis, TAADS documentation detail should be available to respond to external Army questions and data calls;
  - As functional MACOM managers require, selected models will be required to manage personnel, training, career management, manpower management, and other functional areas, such as logistics.
- Installation
  - TAADS billet level documentation detail,
  - MS-3 standards implementation; and
  - MS-3 manpower models and estimating equations.

d. Findings: That the Army develop new manpower management policy consistent with the analysis of the BLDS to provide the necessary level of documentation by Army organization level consistent with the needs of that level to manage Army manpower resources.

2.4 What controls result from or are related to the present policy of manpower documentation at the billet level of detail?

a. Background: We have not found at the MACOM level, any consistent controls for manpower documents at the billet level of detail.

b. Research Results: We visited four MACOMs: Forces Command (FORSCOM), Training and Doctrine Command (TRADOC), Army Material Command (AMC) and the Military District of Washington (MDW). The MACOMs reported the TAADS data base is not current, and therefore cannot be used as a standard Army data base.

c. Analysis: Adequate controls do not appear to be in place at the MACOMs regarding documentation at the billet level of detail. The MACOMs advise that they do not use TAADS billet level data extensively.

d. Findings: Adequate and consistent controls for manpower documents at the billet level of detail do not appear to be manageable due to untimely guidance and resource limitations at the MACOM level.

2.5 How does the present manpower documentation policy affect the commander's flexibility in managing manpower resources?

a. Background: Current Army documentation policy is contained in AR 310-49, The Army Authorization Documents System (TAADS) and AR 500-5, Army Mobilization and Operations Planning System (AMOPS). These policy guidance regulations prescribe responsibilities for the Army's authorization documentation system, describe the TAADS document process and the related information system, provide mobilization guidance, plans for the deployment and utilization of forces, and guidance on the MOBTDA. The most specific guidance associated with TDA documentation is contained in AR 310-49 which states, "MTOE and TDA units will be documented

throughout the life cycle of the units" and each unit "will be documented in TAADS." Additional guidance indicates that "the proponent may be delegated authority to develop the proposed organizational structure document format subject to HQDA approval." In this case, the guidance states "a concept plan may be required to support the proposed unit organizational structure."

The detail contained in the concept plans is forwarded to HQDA for approval, unless that authority has been delegated to the proponent. MACOM commanders must provide considerable detail to support a change to the TAADS after concept plan approval is granted by HQDA. This process is similar for AR 500-5 but applies to MOBTDAs only.

The policy guidance contained in AR 310-49 was developed in 1980. When published on 15 December 1980, it supported a highly centralized readiness and authorization manpower management system, which is the system that is currently under review by the BLDS team.

b. Research Results: In order to address the degree to which this process constrains the commander's flexibility in managing manpower resources, structured interviews were conducted with MACOM commanders and appropriate staff members. (See Appendix E for a list of interviews.) This process yielded a universal desire to reduce the level of detail used by HQDA but not the level of detail used to manage manpower at the installation level. MACOM commanders indicated that the level of detail could be reduced at the MACOM headquarters if it was reduced at HQDA. They indicated that this reduction could be even greater at the MACOM level if the billet level data was available to them on an "exception" basis from the installations.

The current policy guidance reflects several different objectives which all point toward greater centralization of the program and budgeting "processes," the need to control officer authorizations at the lowest

level of detail, and a greater emphasis at HQDA to create a single force structure, manpower accounting, documentation of all positions at the UIC level of detail, and military and civilian documentation at the grade, specialty, and series levels of detail.

The ultimate goal is to have the Force Accounting System (FAS), the Program/Budget System (PBS), the Program Optimization and Budget Evaluation System (PROBE), the manpower accounting systems, and TAADS all at the exact same position following each budget cycle. While a desirable objective, the "processes" associated with each budget cycle often do not permit the timely and meaningful reconciliation of all elements of the systems noted (FAS, PBS, PROBE, TAADS, etc.) Given that fact, the MACOM commanders are recommending a new management philosophy that eliminates much of the billet level detail at HQDA used in the planning (TAA), programming (POM), Budgeting (PB), and execution control systems. They argue convincingly that billet level detail adds very little to the HQDA management of manpower function, but it greatly reduces the MACOM commanders flexibility in managing resources during the execution year.

c. Analysis: In reference to the position taken by the MACOM commanders during the interview phase, it became clear to the BLDS team that the existing AR 310-49 and AR 500-5 policy guidance is in need of review and updating given the concerns expressed. The analysis completed relative to this position resulted in the development of an improved analytical model to be used during interview discussions. This model had the following attributes:

- Billet level detail retained and managed at the installation level for TDAs;
- Billet level detail available at the MACOM level through on-line systems with the installations;

- Billet level data available at HQDA on an "exception" basis through on-line systems with the MACOM and installations;

- Quantitative TDA reductions or increases implemented by HQDA with the MACOM/installations providing the documentation level of detail necessary to manage manpower;

- Analytical models at HQDA and the MACOM levels to estimate the impacts of manpower reductions and the impacts of increasing the Army's manpower.

d. Findings: It was determined that the existing manpower documentation policy of documenting civilian manpower at the billet level is no longer required and is not desired at HQDA. This level of detail should be maintained at the installation level with the ability to upload the data to a central data base on an exception basis, that is only when MACOM and HQDA managers need that level of detail.

2.6 How does the Army's Manage to Civilian Budget initiative influence the manpower documentation of civilians at the billet level of detail?

a. Background: MCB was approved for start-up on a pilot basis by the CSA and the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA-M&RA). Implementation began at fifteen test sites on October 1, 1987. The pilot was expanded in 1990 to a total of 61 sites, including all TRADOC installations. MCB was implemented Army-wide in 1991 at all CONUS locations. Plans call for expansion to OCONUS in 1992.

b. Research Results: A number of issues have been raised about MCB and documentation needs at the installation level:

- Traditionally, personnel management has involved the interaction of three management elements:

requirements; authorization levels; and budgets. Under MCB, the need to maintain authorization levels was to be eliminated, as managers were to be given more discretion to operate and were to be held accountable only for meeting requirements within budget.

- Audits have criticized MCB implementation harshly. Most have acknowledged that the concept of MCB is sound while criticizing the way the Army has implemented it. The crux of criticisms is that budgetary and end strength controls that have remained, in the context of downsizing, have effectively eliminated management discretion that was intended under MCB.

- Managers in the field uniformly support the MCB concept. They believe that more efficient management would result if they were given a mission and level of resources and had the flexibility to get the job done. The expectation that authorization requirements for civilians would be eliminated has not been realized. In the context of downsizing with continued use of strict budget and end strength controls, managers continue to require authorization data or a reliable surrogate capable of reporting and managing reductions in personnel levels. It has been suggested that ACPERS could meet this need as effectively as what is currently available through TAADS.

c. Analysis: MCB has not had a full and fair test under the circumstances that have prevailed in the Army management environment. The level of support for a conceptually sound MCB program in the field appears to be strong, but only if it is accompanied by effective discretion. There is a concensus that under a "real" MCB system, there would be no need for

authorization data on civilians. In the current highly controlled environment, however, there is a high level of skepticism about MCB, and managers remain in need of "spaces" data on civilians. In this context, MCB, as it exists today, has not eliminated the need for billet level data on civilians. There may, however, be other ways of providing information than through TAADS.

d. Findings: The field findings are consistent with corporate level findings reported in the previous chapter. MCB can be made to work by relaxing controls and delegating more effective authority to managers, while holding them accountable for budget responsibility. Authorities should include the ability to customize management information systems according to local needs as long as they capture, at a minimum, standard data elements determined to be essential for corporate level planning. A more flexible vertical reporting system should be designed for periodic telecommunications reporting of standard reporting elements from the field to headquarters. The use of ACPERS as a surrogate for TDA data should be explored as a possible alternative to maintaining civilian data in TAADS.

2.7 How does the Army's downsizing plan influence the manpower documentation at the billet level?

a. Background: The Army's downsizing plan has had a direct influence on manpower documentation at the billet level. A combination of unspecified reductions, the magnitude of the reductions, and the timing of the reductions have caused all the military departments to depart from standard manpower management processes. While the downsizing is a necessary part of the Department of Defense drawdown, many of the manpower models, standards, and criteria were unable to provide the elasticity to meet the rates of reductions.

The late recent reductions associated with DMRDs, the lack of specificity, and the arbitrary nature of some reductions, precluded the HQDA staff from allocating specific reductions at the billet level of detail. This caused the MACOM commanders and the installations to react to unspecified reductions, which it turn slowed the documentation of those reductions during the RMU to support the current BES cycle.

While the intent of the present manpower documentation policies contained in AR 310-49 is to document the changes at the billet level of detail, in some cases it was impossible to provide even a quantitative estimate, let alone that detail in the manpower annex to the PBG. Where it was possible, the MACOM commanders and the installations provided billet level documentation to support the BES associated with the FY 93 column of the FY 92/93 budget submit. This combination of specified reductions and unspecified reductions has caused the MACOM commanders to recommend that billet level documentation be eliminated from the HQDA manpower management process. If this recommendation is accepted, they would be responsible for the allocation of the reductions across their MACOM installations based on their missions and priorities.

b. Research Results: The interview research indicated that the Air Force was experiencing similar concerns, even though the Air Staff and the AF secretariat do not attempt to manage billet level detail during their budget development process. This level of documentation is provided by the base level after the BES is submitted. The detail that is provided is managed by the Major Commands through the application of manpower estimation equations, staffing tables, and the application of manpower staffing standards provided by the Air Force Management Engineering Agency.

The Air Force uses its AFR 25-5 manpower staffing standards program to assist in the allocation of unspecified reductions to functions where the workloads are decreasing commensurate with the reduction of workload during downsizing. Even with this staffing

standards program supported by approximately 2,200 personnel, they indicated that they were required to depart their traditional workload-driven standards based system of documenting change due to the magnitude of the rate of change that was taking place.

c. Analysis: In analyzing the Air Force manpower management system, it became clear that it afforded the opportunity to evaluate a base level billet level driven system with the major commanders establishing the Air Force mission-driven priorities. Since the Air Force does not use billet level detail in their HQAF manpower management process, they depend on the major commanders to establish the mission-related priorities and the base level documents, which include the billet level manpower supported by their workload-driven manpower standards. Their model appears to satisfy not only the internal Air Force requirements, but all DOD reporting requirements, and it appears to be directly in support of the major commanders' missions.

d. Findings: The Army should evaluate the Air Force manpower management model to determine not only how it supports the downsizing but whether it is a model which is peculiar to the prioritized missions of the Air Force, or whether it can be applied to the Army.

2.8 Does the manpower management decision process rely on manpower documentation at the billet level of detail?

a. Background: Manpower management decisions are made generally in three levels within the Army:

- Level I - HQDA
- Level II - MACOM
- Level III - Installation

At HQDA, billet level detail is seldom used to support the manpower decision process. Other factors drive the decision process, such as force management, training, weapons system acquisition, and other major issues. At the MACOM level, the manpower decision process relies minimally on the billet level of detail; MACOMs tend to favor aggregates for management decision making at HQDA. At the installation level, the manpower management decision process relies heavily on the billet level of detail in response to MACOM manpower decision making.

b. Research Results: The HQDA "process" managers such as planning (TAA), programming (POM), and budget development (PB) do not rely on billet level detail in their manpower management decision processes. To a limited degree and on specialized manpower management issues, the MACOM managers rely on billet level detail to make their manpower management decisions. The installation relies heavily on billet level detail to support their manpower management decision processes and to defend their manpower bases relative to the MACOM commanders.

The use of detail is related to the cycle the Army is experiencing with downsizing. Upsizing is generally supported by billet level detail to aid in the manpower management decision process. This is due to the fact that during upsizing, the justification generally required to support the growth in manpower is required at the billet level of detail.

c. Analysis: There are different uses of billet level documentation detail at the three levels of manpower management decision making in the Army. While there are always exceptions to the use of billet level detail to support management decisions, the following indicates the normal use of billet level documentation:

- HQDA level
  - Aggregate civilian manpower data summarized across the Army and by MACOM by AMSCO,

MDEP, SWCC and UIC (not intended to be complete, only representative) in order to manage manpower resources in a quantitative manner. However, some manpower management decisions will be required on an "exception" basis, which will require access to billet level data for management decision making. These should be considered beyond the normal manpower management process that is employed at HQDA during the planning, programming, budgeting, and execution functions of the Army.

- MACOM level
  - Aggregate manpower data from HQDA with allocation modeling capabilities to assist in manpower decision making relative to installation manpower billet level documentation. The requirement exists at the MACOM level to have access to installation billet level detail on a more frequent basis than HQDA but through the same "standard manpower data elements" as HQDA. The On-Line TDA system at TRADOC is an example of this type of access to billet level detail necessary for the MACOM to support manpower management decision making.
- Installation level
  - Billet level detail for manpower management decision making based on HQDA and MACOM manpower guidance, decision making on the application of manpower standards, and decision making on the use of workload-based manpower changes. The billet level detail will also be used to support current or revised manpower policy

guidance on the documentation of TDA manpower in the TAADS system in accordance with AR 310-49.

d. Findings: New policy guidance should be developed as part of a change to AR 310-49 to indicate the level of manpower documentation that should be available to the HQDA, MACOM, and installation levels to support manpower decision making related to each level.

2.9 What can't be accomplished at the operational level -- installation and MACOM -- if the policy of documenting at the billet level of detail is eliminated?

a. Background: Manpower documentation historically has been used to "control" the manpower levels of the Army or to "assure compliance" with issues such as readiness, DOPMA, standards of grade, end strength management, and similar policy issues. This discipline resulted in reduced flexibility in managing manpower at the MACOM and installation levels. The primary manpower management decision making process was centralized at HQDA and the results of the decisions were passed to the MACOM and installation levels.

Today with many of the "controls" removed, such as end strength management for civilians, the implementation of MCB, and civilian position classification authority at the work center level, the focus of the manpower management function is changing to emphasize manpower decision making at each level. If the policy of documenting at the billet level of detail is eliminated, it will have different impacts at each level.

b. Research Results: The interviews conducted with managers at HQDA and the MACOM levels suggest that virtually nothing will be lost at HQDA as a result of removing civilian authorization detail from documentation. There might be a requirement on an "exception" basis to have access to billet level detail for civilian authorizations when external and internal Army actions require HQDA to respond to

specific issues. This access would be required to provide responses to questions or issues that were raised concerning congressional inquiries, special actions like BRAC, and projects like Quicksilver and Vanguard.

c. Analysis: The elimination of billet level detail for civilian authorizations would have different impacts on the operational elements of each level. This difference in impact is a result of the manner in which the manpower management decision processes are working at each level. The impacts are:

- HQDA level
  - Very little impact for civilian authorizations since HQDA has moved from the billet level of detail in their decision making process, but they will still require the opportunity to gain access to billet level data on an "exception" basis.

- MACOM level
  - Very little adverse impact since the MACOM level tends to manage manpower in the aggregate. However, some adverse impact could result at the MACOM level if access is not provided through an automated system to the installation's billet level detail.

- Installation level
  - Virtually no change since this is where the billet level documentation originates currently.

d. Findings: Nearly all current operational manpower management requirements can be accomplished at the installation, MACOM, and HQDA levels if billet level detail documentation is eliminated at the HQDA and MACOM levels. However, if the policy of documenting billet level detail is eliminated at the installation level, virtually none of the operational manpower management systems would operate satisfactorily in the Army, and it is therefore recommended that the policy of documenting at the billet level of detail be retained in some form at the installation level and updated in new policy guidance.

2.10 Is there a need for the organizational structure, mission statements, and functions statements which are listed in Section I of the TDA?

a. Background: This question is addressed from a Departmental level in Chapter III, Section 2.3.5 of this study.

b. Research Results: While individuals at the Department level tended to feel that the Section I data was not essential, but rather "nice to have" information, interviewees at the MACOMs tended to place a higher value on the data. In fact, several MACOM interviewees believed that Section I data is automated in TAADS and TAADS-R.

c. Analysis: Such data as organizational structure, mission statements, and functions statements are important to users both within and external to any given Army organization, but it is recognized that more data means more data for update and review, which takes time and concomitant resources.

d. Findings: The benefits of Section I data outweigh its costs. An automated outline of Section I data would facilitate the writing and review of Section I data.

2.11 Are there ADP systems costs and benefits that can be quantified relative to the present policy or proposed changes to the present documentation policy?

a. Background: This question is addressed from a Departmental level in Chapter III, Section 2.3.6 of this study.

b. Research Results: As occurs at the Department, considerable costs are associated with the maintenance of billet level detail at the installation and MACOM. As discussed above, it is recognized at the MACOM and installation level that billet level detail is needed, particularly at the installation.

The cost that MACOMs believe is avoidable is the cost to reconcile the authorized values in TAADS against the FAS and PBG at the billet level of detail. There is no benefit to be derived from the proper reconciliation of bad data. One MACOM characterized the reconciliation of data as an example of spending time and resources on "precisely wrong information."

TAADS-R has been under development for about five years at a cost in excess of $10 million. It is capable of providing billet level detail to HQDA users and systems.

All automated systems developed at the MACOMs, such as, TRADOC's On-Line TDA and AMC's Automated Management Information System, are capable of maintaining information at the billet level of detail and uploading selected standard data elements to HQDA on an exceptional basis.

c. Analysis: Even though existing systems are capable of handling civilian personnel data at the billet level of detail, the ongoing costs that are associated with the requirement to enter, edit, and reconcile the data in the systems are significant. Further, if the data being entered and edited is known to be out of date or otherwise inaccurate, the cost should be avoided.

d. Findings: Civilian authorizations in TAADS should be reconciled at a summary level -- not at the billet level of detail.

2.12 How does a decision to retain or modify the present policy affect ADP systems currently in place or those that are currently under revision?

a. Background: This question is addressed from a Departmental level in Chapter III, Section 3.10 of this study.

b. Research Results: Billet level detail is currently being maintained in TAADS, TAADS-R (at those installations where TAADS-R has been fielded), and in the systems that have been developed at the MACOMs to manage manpower, such as, TRADOC's On-Line TDA.

The programs where billet level authorization detail is maintained would have to be examined to determine whether data summarized from billet level detail is passed as a total when it is communicated or whether summarized data is generated from the billet level detail each time that a summary report is called. In the former case, billet level detail would have be to available to each user who needs the summary data. In the latter case, the user who needs only summary data would receive only summary data.

c. Analysis: From a management perspective, it is better to have only summary data if only summary data is needed. Where data is capable of being loaded into a microcomputer environment with relatively small storage capabilities, it is important that only the data needed be passed.

d. Findings: Minor changes in the way in which data is stored and passed to users might be necessary to accommodate the exclusion of billet level civilian authorization data from TAADS data bases as they currently exist.

2.13 What impact does eliminating billet level documentation have on skill management, career management, equipment management, and organizational management?

a. Background: Both the military and civilian personnel management systems of the Army rely on quantitative and qualitative billet level data bases upon which military and civilian skill management and career management plans are derived.

The military personnel management system of the Army uses billet level documentation through the Active Army Military Manpower Program (AAMMP) to project the strength of the Army in future years. Through this projection, gains and losses are analyzed, training inputs are developed, officer and enlisted accession plans are developed, the Individuals Account is verified, and Military Pay, Army (MPA) is projected. In addition, individual career management functions actions are developed to ensure military career structures are properly defined and individual skill development plans are developed. The following representative military personnel management systems/subsystems which are dependent on billet level detail are used in the career and skill military personnel management function:

- Officer Projection Aggregate Level System;
- MOS Level System;
- Unit Level System;
- Transients, Trainees, Holdees and Students; and
- Army Training and Requirements and Resources System

In a similar manner, civilian personnel managers also depend on billet level detail to manage, modify, and apply civilian personnel management functions for the development of civilian skills and

careers. Although the systems/subsystems are not as complex as they are in the military personnel management area, they nevertheless require skill and career management policies and actions which will support future personnel requirements. In accordance with AR 690-950, the Army manages 20 specific civilian career fields covering 95,000 careerists. In addition, the DCSPER has placed the civilian workforce under the proponency management system used by the military personnel manager. The civilian career management system is supported by the Army Civilian Training, Education and Development System as the newest career management initiative. It depends on billet level detail to support the following civilian personnel management functions:

- Recruitment and acquisition;
- Training;
- Education and professional development;
- Distribution;
- Deployment;
- Sustainment; and
- Separation.

b. Research Results: The interviews with the HQDA staff and MACOMs included a discussion of means to accommodate the needs of military and civilian personnel managers in an environment where billet level documentation is not maintained in the HQDA manpower management decision process. The data requirements associated with military and civilian personnel managers are essentially the same. That is, when HQDA approves and implements manpower decisions that affect the grades, skills, career fields, promotion flow points, series, and specialties of military personnel and civilians that

information must be readily available to military and civilian personnel managers to assess the impact of military and civilian career management and the policies that govern each.

c. Analysis: One possible solution to resolving the military and civilian career management issue is to develop tailored military and civilian "proxy or estimating" models, which would be applied at the grade and skill levels of detail. The models would use the military and civilian actuals summary as a base and depending on the type of manpower change (base operations support, research and development, logistics support, etc.) would estimate the grades, skills, specialties, and series of the TDA military personnel and civilians that are associated with the manpower change. In the past, these models were somewhat imprecise and were criticized for their inability to predict accurately military and civilian skills and grades. Today however, with the data base structures that exist for military and civilian skills and grades, their accuracy would be greatly improved.

This approach could also assist in resolving the military and civilian career management issue identified during the HQDA and MACOM BLDS interview process. It also offers the opportunity to provide estimates of the military and civilian skills associated with unspecified DMRD and other arbitrary manpower reductions levied on the TDA Army.

d. Findings: Military and civilian career management is an issue that must be addressed if billet level detail documentation is eliminated at HQDA. Alternatives to determining the actual military and civilian career management impact of each manpower change exist and can be developed to estimate the career management impacts of HQDA manpower changes.

2.14 What other data systems currently exist that provide the data needed for manpower management (i.e., ACPERS, CMOD, etc.)?

a. Background: This question is addressed from a Departmental level in Chapter III, Section 3.12 of this study.

b. Research Results: While the reaction to the systems that are presently in place range from amazement to acquiescent acceptance, a general frustration persists where automation is concerned.

ACPERS is still viewed with skepticism by some MACOM representatives. Others see ACPERS as a system that with relatively minor modification can provide the data currently available in TAADS.

Some see a need for financial data in TAADS-R or ACPERS in order to implement Manage Civilians to Budget fully. TRADOC's On-Line TDA is extremely popular at TRADOC and according to second-hand sources, at Health Services Command. Other MACOMs have expressed an interest in using the On-Line TDA system.

The Air Force's Palace CHRMS will be fielded in the fall. Its capabilities parallel many of the Army's manpower management needs.

MACOMs are currently investing in new and bigger management information systems to serve their individual needs.

c. Analysis: Software and hardware assets are changing daily at virtually every level and every installation throughout the Army. To project the Army's automated manpower management needs in the five to ten years it would take to field any Army-wide system is difficult at best. The Installation Support Modules of the Army's SBIS have potential to serve the Army's needs with greater efficiency. They will help to alleviate the tension between standardization and the tailoring of systems to meet specific MACOM and installation needs. This tension between standardizing and tailoring presently has

exacerbated communication of manpower data between systems and within the Army.

d. Findings: Discipline is slowly coming to the management information field, but manpower management has been and remains slow in benefitting from the automation revolution.

Chapter V. TQM IMPLEMENTATION IN ARMY MANPOWER MANAGEMENT
BILLET LEVEL DOCUMENTATION STUDY

1. INTRODUCTION

1.1 Principles of TQM:

Total Quality Management (TQM) is a strategic, integrated management system for achieving customer satisfaction which involves all managers and employees and uses quantitative methods to continuously improve an organization's processes. The practice of TQM involves the application of eight important principles:

1.1.1 Commitment to customer satisfaction: TQM takes the definition of quality beyond the narrow scope of meeting technical product specifications, service requirements or strict productivity measures. It espouses a more holistic approach that begins with understanding customer requirements and makes the customer the focal point of all management processes. Every individual has customers --- internal and external --- and quality is defined and determined by the expectations of customers and their perceptions of how well those expectations are met.

1.1.2 Quality prevention, not inspection: An overarching goal of TQM is to do the right thing right, the first time. The cost of poor quality, i.e., the costs associated with doing things over again and/or fixing errors and mistakes, has been documented in the private sector to be approximately 35 percent of a company's total operating budget. TQM focuses on solving existing problems in a systematic manner and preventing new ones from occurring.

1.1.3 Employee empowerment: Every area of an organization contributes to quality and to customers' perceptions of the product or service. Clearly demonstrated commitment from top management is essential to

the success of TQM, as is "buy-in" by all employees at all levels. Knowledge is in the workers --- those closest to the details of any given process where vital information relevant to solving problems is located. The Army recognizes this principle and includes it in Army Regulation 5-1, Army Management Philosophy: "Organizations function most effectively and efficiently when decisions are made in a spirit of mutual trust and confidence at the lowest command level where adequate information exists."

1.1.4 Management commitment: For TQM to be implemented successfully in an organization, the leadership must provide visible support, be involved in the process, and provide the time and resources for employee training. A fundamental change in corporate culture is essential to TQM and underlies the entire TQM process. A vision must be presented by top management and reinforced at all levels that everyone has customer responsibilities and that customer satisfaction depends on reliable service. It is management's role and responsibility to provide the vision, environment, motivation and support to the workforce for TQM to succeed.

1.1.5 Total responsibility for quality: Although management must lead the effort, total quality is everyone's responsibility. Each person in the organization has internal and external customers to satisfy, and each has vital information about how to improve the quality of the specific processes that he/she works with every day.

1.1.6 Decisions based on data/information: The quality improvement process looks for root causes of problems and relies on a systematic problem solving process. This systematic approach involves extensive data collection, measurement, statistical process control, and analysis. TQM employs several quantitative and statistical tools and techniques in the decision-making process, such as brainstorming, nominal group technique, Pareto analysis, fish-bone diagram, flow charting, and cause and effect analysis.

1.1.7 Continuous improvement: It is often said that TQM is a never-ending journey. Customer expectations tend to rise. Change in processes are driven by advances in technology, new management practices and workforce composition.

1.1.8 Measurement of quality: Improvements in quality are measured in terms of quantitative feedback from customers. For example, "our customer complaints have dropped from 25 percent to 5 percent of those sampled over the one-year period since we began making improvements in our process." There are eight types of data used to track quality improvement progress: efficiency, effectiveness, timeliness, productivity, quality, innovativeness, quality of working life, and financial.

1.2. History of TQM:

TQM has its roots in American industry and academia and blends the ideas of statistically minded industrialists like Dr. W. Edwards Deming and management experts like Tom Peters and Douglas McGregor. Dr. Deming is noted for his work in Japan after WWII, where he implemented management processes based on the theories of Walter Shewhart, who developed the basics of Statistical Process Control at Bell Laboratories in the late 1920s. Dr. Deming's lectures on quality control methods influenced the thinking of Japanese plant managers and engineers. Through Dr. Deming's work, Japan became a leading contender in the international market arena in 20 years.

Philip Crosby, a former vice president of ITT under Harold Geneen, helped to popularize the importance of quality control and zero defects during the 1970s and 1980s and made people more aware of the "cost of (poor) quality." Joseph Juran's great contribution was in showing organizations how to take the necessary steps to implement the total quality improvement process.

TQM embraces many of the behavioral theories that have become generally accepted by American managers. Abraham Maslow, Peter Drucker, and Warren Bennis are some of the more notable management theorists whose writings on human behavior, leadership, and participative management all support TQM.

TQM is, in fact, best described as a convergence of most of the sound management practices already in existence with the commonly accepted leadership and management principles taught throughout our Western culture.

1.3 The Customers of TQM:

The BLDS Team was specifically asked to respond to the questions: Who are the customers of the current TQM manpower initiatives, what are their expectations, and what is their current level of satisfaction with the initiatives? (The answer is provided in the format used in responses to specific questions addressed in Chapters III and IV.)

a. Background: There exists a plethora of customers of the current TQM manpower initiatives. In reality, these customers are not new to the manpower community. The TQM process brings to focus the necessity to pause and examine who are your customers, i.e., who are the individuals and organizations which receive your products and services? TQM would also include an examination of internal customers, i.e., individuals who are assigned to manpower functions. For the purpose of this study, only "external" customers are examined.

The Study Team categorized external customers of manpower initiatives into six organizational categories:

1. Installation level: Commanders, supervisors, and staffs of the following staff activities:

- Personnel,
- Financial Management, and
- Management Analysis.

2. MACOM level: Operational planning and management staffs, personnel, and comptroller functions.

3. HQDA level: Same staffs of MACOM level, along with leaders of functional areas, e.g.. medical, logistics, engineering.

4. OSD/JCS level: ASDs FM&P, HA, RA, PA&E, Comptroller, J-1, J-3, J-7.

5. Congressional level: Committees on Armed Services.

6. OMB.

Understanding customer expectations is necessary in a TQM environment. The expectations of the above listed customers vary. Prior to MCB (1986), decision authority for approving civilian manpower authorizations was centralized at HQDA and MACOM levels. Accordingly, manpower information systems, like TAADS, were structured to meet the expectations of the prime users -- in this case, headquarters' activities. Installation level managers were responsible only for requests for changes to TAADS.

b. Research Results: As decision authority was delegated to line managers (at installation level) with respect to managing civilian positions, manpower information remained unchanged. Manpower officials did not alter their policies, procedures, or modify the information system (TAADS) when MCB was implemented in 1986. Individuals interviewed by the BLDS Team expressed frustration in having to comply with policies and procedures instituted in a management environment of the past. In other words, Army manpower systems were not keeping pace with Army management trends.

c. Analysis: While Army leadership was advocating, and, in fact, implementing a decentralized management philosophy, Army functional activities like manpower were "hanging-on" to the centralized management policies and procedures of the past. During the same time period, since 1986, Army customers at organizational levels above and external to HQDA, i.e., OSD, JCS, OMB, and Congress, also had an impact on Army personnel management. A trend developed to consolidate, centralize, and regionalize (purple-ize) management systems. The defense manpower community was impacted by initiatives such as the Packard Commission and

the Goldwater-Nichols Reorganization Act which called for greater control of resources by the Office of the Secretary of Defense and the Joint Chiefs of Staff.

The intent of Congress and OMB during this period was to streamline DOD management, eliminate duplication, and increase efficiency and productivity. Many individuals in the services perceived these initiatives to run contrary to decentralization efforts like TQM and MCB. Key staff members in the Armed Services Committees in both the Senate and House as well as OMB disagree with this perspective. They argue that the Congress and OMB support TQM, MCB, and similar initiatives to delegate more decision-making to line managers -- but that it is the role of headquarters functions to plan for the future and conduct oversight of line managers to the extent of ensuring efficient, productive, and non-duplicative activities. They cite the Packard Commission as well as the Goldwater-Nichols Act as containing many references to this orientation, i.e., centralize (purple-suit) only when it makes sense. They also cite the discontinuation of end-strength management controls over civilian manpower management -- and state that managing to budget is the concept they support.

d. Findings: All customers of manpower initiatives expect timely, accurate, and useful manpower data and information. The type of manpower information expected differs considerably among customers, but can be generalized that the lower the organizational level, the more detail is required. Installation level managers need up-to-date, real-time individual, billet level information to make critical staffing/budgeting decisions under the MCB, whereas planners at the HQDA level can conduct their planning and oversight responsibilities with summary, aggregated manpower information which is updated on an annual basis.

The level of satisfaction with the current TQM manpower initiatives varies, also as a function of the level of the organization. Generally, officials at the installation and MACOM levels applaud manpower TQM initiatives, as they find themselves more in control of their own resources. This positive view is shared by OMB, congressional staffs, and some activities in OSD, and by

senior Army leadership (general officer/SES level), but is viewed with skepticism by some staff activities within OSD and HQDA.

With respect to TAADS, the BLDS Team did not find any customers of manpower information who needed and spoke out strongly to retain billet level of detail for civilian authorizations.

1.4 TQM Applications:

TQM applies to all organizations -- large or small, private or public, producers of goods or services, operating units, or headquarters activities. All organizations have customers, both external as well as internal. All customers have certain expectations and perceptions of the quality of the products and services received. TQM begins with understanding customer requirements and involves a systematic approach aimed at improving customer satisfaction. Although having its roots in industry, remarkable successes have occurred in government agencies, non-profit organizations, hospitals, and the military services.

The most notable achievements in TQM have come from the private/industrial sector, which may explain the perception of many that TQM has limited application. In 1987, the Federal Government established the Malcom Baldrige National Quality Award to recognize U.S. companies that excel in quality achievement and quality management. Winners such as the Xerox Corporation were in danger of going out of business, losing 65 percent of its market share, when it decided to improve quality in its Business Products and Systems Division. Using TQM principles and processes, Xerox regained the market share it had lost, and subsequently was recognized as a 1990 Baldrige Award winner. Similar transformations were made by other Baldrige Award winners: Motorola Corporation, Westinghouse, and Milliken and Company.

In the Federal Government similar successes have occurred. The Internal Revenue Service (IRS) was one of the first federal agencies designated as a Quality Improvement Prototype. Since 1986, after extensive consultation with private sector quality leaders, the IRS pioneered the application of TQM principles across its tax processing activities, examination, taxpayer service, and

other administrative functions. Similar efforts and successes have since occurred in many other federal departments.

The Department of Defense introduced a formal productivity improvement program in the mid-1970s, in its industrially-funded, logistics functions. In 1987, DOD embraced TQM as its basic management philosophy. DOD today provides the best examples of TQM in the Federal Government with hundreds of organizations involved in improving their processes. One of the best examples is the Naval Air Systems Command, which won the President's Award for Quality and Productivity in 1989.

2. DOD MANAGEMENT IMPROVEMENT INITIATIVES

In recent years, the Department of Defense and the military services have received more scrutiny over their internal management than ever before. Like all government agencies, DOD has been included in executive management improvement initiatives, such as:

- The Grace Commission, which was aimed at introducing private sector management practices to government agencies to improve productivity;
- OMB Circular A-76, which is aimed at having government organizations compete with commercial activities;
- Executive Order 12637, The Productivity Improvement Program for the Federal Government, which established a government-wide program to improve the quality, timeliness, and efficiency of services provided by the Federal Government; and
- OMB Circular A-132, which provided guidelines for the development and implementation of a productivity and quality improvement process in the executive departments and agencies.

In addition to these "White House" initiatives, studies such as the Packard Commission resulted in legislation and DOD implementing directives aimed at organizational streamlining and improved management of the acquisition (Research and Development) process. The Goldwater-Nichols DOD Reorganization Act of 1986 complemented the Commission's recommendations and required the military services to reorganize their headquarters management structures, increase the power of the Office of the Secretary of Defense and the Office of the Joint Chiefs of Staff, and change the career development patterns of career military officers.

Management reform became the recurring theme throughout DOD in the late 1980s and the 1990s. Reform 88 was issued by the Executive Office of the President, and two tools were established by the Office of the Secretary of Defense to ensure success in improving management:

- The DOD Council on Integrity and Management Improvement (DCIMI); and
- The DOD Management Improvement Plan.

The DCIMI provided oversight and direction in coordinating and integrating the implementation of management initiatives throughout the department. Programs and initiatives such as the Model Installation Program (MIP), the Productivity Enhancing Capital Investment (PECI) program, Unit Cost Accounting, Manage to Budget/Payroll, Acquisition Management Reform, and Total Quality Management were monitored. Some of the accomplishments of the Council include:

The DOD Management Improvement Plan comprised 28 major management initiatives and contains 7 goals:

- Simplify and improve the acquisition process;
- Link the mobilization and surge capabilities of the U.S. industrial base with warfighting requirements;
- Strengthen health program management;

- Improve force manpower and personnel programs;
- Improve productivity;
- Strengthen financial management direction, coordination, and oversight; and
- Improve the mechanisms for efficient and effective program management.

Many management improvements were accomplished during the past 5 years within DOD under the leadership of the DCIMI and under the management plan:

- Acquisition program streamlining;
- Consolidation of civilian personnel and payroll systems;
- Milestone authorization;
- Multiyear procurement;
- Value engineering;
- Baselining;
- Competition reform;
- Debt collection;
- Internal Management Control (IMC); and
- Information Resource Management.

Management reform and improvement efforts continue at a steady pace within DOD, and today the focus is on organizational streamlining, consolidation of

systems, and promotion of innovative techniques to improve quality and productivity.

3. ARMY MANAGEMENT ENVIRONMENT

The Army management philosophy is contained in Army Regulation 5-1. This directive defines Army management, prescribes the policies and responsibilities of Army management, and describes its objectives and principles. The regulation focuses on improving the productivity and quality of the Army, stresses teamwork, unit cohesion, leadership, and Army values, and strives for the efficient use of resources, streamlined management, and delegation of authority consistent with responsibility.

Today the Army is faced with unprecedented management challenges. Although the Army experienced sizable reductions in the past (after WWI, WWII, Korea, and Vietnam), never before has it experienced reductions while restructuring its force and closing or realigning over 90 installations in the United States and 29 installations in Germany.

Management improvement initiatives that the Army has undertaken during the past several years are overshadowed by current events, but are worthy of discussion. In 1986, the Army began Managing the Civilian Workforce to Budget (MCB).

MCB is a management approach centered around the re-delegation of personnel and budget authorities to lower levels of management within the organization. Historically, personnel resource costs, such as salaries, benefits, and awards, were controlled within the Army through indirect methods, such as personnel ceilings, grade controls, and ratios, rather than to personnel budget. In 1986, the Inspector General of the Army recommended that supervisors assume greater accountability for expenditure of personnel resource dollars. Other studies consistently recommended that personnel costs be managed on the basis of budget, e.g.:

- the DOD study on position management (Towers Study);
- OPM Guideline PSOG-203; and

- the National Academy of Public Administration (NAPA) Study of Federal Personnel Systems.

The principle that line managers should have greater autonomy over management of their resources and budgets implies that the Federal Government should function more like private enterprise in terms of its internal management philosophy. This trend started with the Civil Service Reform Act of 1978. Attention was called to the need for more structural changes to organization and management practices by the Grace Commission, the Packard Commission, the NAPA study, and the Volcker Commission on the Public Service. Most recently, the formation of the Federal Quality Institute (FQI) and the massive introduction of TQM processes into federal agencies have reinforced this central theme for federal deregulation.

The Army's introduction of MCB (formerly approved by the Chief of Staff in April 1987) was in step with this management trend. MCB in the Army began at 15 sites and now has been expanded Army-wide. It is a comprehensive, business-oriented concept which integrates civilian personnel modernization with Army productivity and financial and human resource management objectives. The fundamental assumption is that management and accountability by line supervisors for salaries, benefits, and other civilian personnel-related costs provides the opportunity to eliminate many of the burdensome administrative cost control mechanisms.

Procedurally, MCB involves delegation of authority, responsibility, and accountability for position classification and execution of the approved Army budget for civilian personnel resources to the lowest practical level of management. At a minimum, this is encouraged to be at least two levels below the installation commander.

Participating supervisors are provided maximum flexibility to classify positions within OPM classification standards and to manage their civilian personnel costs (including base salary, benefits, overtime, awards, and premium pay) within a civilian pay ceiling (CPC). Conventional controls over civilian personnel costs, such as average grade and high grade controls, employment level ceilings, and supervisory ratios, were supposed to have been rescinded. Training of line supervisors in classification, budget, and performance management is required before authority is delegated.

The objective of MCB is to be compatible with other Army productivity and quality improvement initiatives and programs. For example, some activity commanders experimented with payroll and productivity gainsharing plans as incentives for supervisors and employees to reduce operating costs and increase the quality and quantity of work output. Validated savings are distributed among employees and into unfunded requirements of the activity, according to the prescribed reinvestment plan.

One example of an early success, the Red River Army Depot, has initiated a comprehensive industrial productivity-based gainsharing program which has demonstrated an early savings of $2.5 million. Other evidences of success have occurred, but not to the extent expected by Army leaders. The civilian personnel hiring freeze which has been in effect for over 2 years, the turbulence associated with Desert Shield/Storm, and the Base Closure and Realignment Commission (BRAC) have impacted dramatically on the flexibility of local commanders making resource decisions at their levels.

4. ARMY MANAGEMENT TRENDS

Despite an environment of significant change and turbulence, the Army is pressing on to improve management by decentralizing/delegating decision-making to the lowest practicable levels, where the vital information exists. Efforts like MCB are compatible with this effort. Other on-going management initiatives, such as the Model Installation Program (MIP) and the Army Community Excellence Awards, focus on Army installation management -- placing a greater emphasis on having local commanders control their resources and processes. Total Quality Management (TQM) implementation in the Army at this juncture will provide the Army with a unique opportunity to help set the Army's strategic course to:

- Ensure a trained and ready Army;
- Reshape the force to best accommodate the national military strategy;
- Achieve greater efficiencies in providing resources for the force; and

- Integrate the Active and Reserve force.

Many believe there currently exists a dichotomy of management trends in DOD and the Army. The serious commitment to implement TQM, MCB, and give commanders more flexibility is seen as going against the trend towards consolidation, regionalization, and centralized "purple-ization". This perception needs to be dealt with in the Army. There clearly are efficiencies and savings in resources and costs in many of the OSD centralization/consolidation efforts. For example:

- Joint Program Management. The establishment of the Joint Requirements Oversight Council (JROC), an instrument of the Joint Chiefs of Staff, to identify potential joint military requirements and candidates for joint research and development, and to resolve Service requirements issues that may arise after such programs are initiated.

- Consolidation of the Services accounting and finance activities. While this initiative is on-going, it is evident that consolidating the personnel payroll activities under one system is more cost effective.

The TQM manpower initiatives to delegate and push down to line managers more authority over their manpower and personnel resources has caused much discussion and emotion regarding the structured manpower documentation and reporting system in The Army Authorization Documents System (TAADS), especially in the area of billet level authorizations for civilian positions.

Line managers, particularly those at installation level, view TAADS as a document that serves no useful purpose. TAADS is normally out of date, and therefore, is not an accurate document. Local officials require on-line, accurate manpower and personnel data to make those decisions expected and desired in a TQM/MCB environment. As a consequence, commanders, supervisors, and personnel officials at local levels often create their own set of books to perform their management responsibilities. This results in two files being maintained, and unfortunately gives the impression that TQM initiatives, such as MCB, have resulted in a proliferation in management data at lower organizational levels in the Army.

The observation above was reported by the Director of Manpower in a June 1991 memorandum to the Assistant Secretary of the Army (Manpower and Reserve Affairs). Clearly, TAADS, as well as most other management information systems in the Army (the Director of Manpower estimates that his office has identified in excess of 50 budget exhibits that contain manpower detail, 53 current or planned management information systems that interface with TAADS, and another 39 systems that could possibly interface with TAADS at some point in varying degrees) was designed to meet the requirements of headquarters' staff activities.

This shift in management in the Army to streamline and delegate more resource management authority to lower levels and from functional staffs to line managers has not been accompanied by a corresponding shift in information systems, documentation requirements, and reporting procedures. Much of the emotion and rhetoric regarding centralization vis-a-vis decentralization is caused by individuals at various organizational levels not having a shared or common vision of where the Army is going. The current manpower documentation and reporting systems and requirements were developed to support an Army management philosophy that has passed. The result is a strong feeling of frustration and customer dissatisfaction at all levels.

As the TQM philosophy matures and becomes ingrained in Army behavior, there would exist built-in processes and mechanisms to deal with issues such as this particular one, i.e., "does TAADS need to be changed --- is it meeting the needs of its customers?"

As a part of this report, the BLDS Team was asked to respond to the very germane issue posed in the statement of work as:

> What can be accomplished better if the policy of documenting civilians at the billet level of detail is modified or eliminated? (The answer is provided in the format used in responses to specific questions addressed in Chapters III and IV.)
>
> a. Background: Army leadership is confronted with the tripartite objectives of : (1) downsizing the manpower structure of the Army; (2) linking all manpower reductions in the TDA Army to those resulting directly from

reductions in the MTOE Army; and (3) assuring that only those TDA manpower resources that are linked to the MTOE Army reductions are those that are eliminated or realigned. In addition, and related directly to the TQM objectives, is the requirement to ensure that maximum utilization and output of the TDA workforce, both military and civilian, is attained. This latter issue is associated with the "productivity" of the TDA Army in direct support of the MTOE Army. This includes the measured organizational readiness associated with the TDA Army relative to readiness required in base operations workload levels, sustaining production and distribution levels, and adequate research and development levels.

The decade of the 1980s was a decade of Army TDA manpower incremental increases and redistributions based on increasing workloads and increasing organizational mission readiness requirements. Under normal circumstances, the justification for increases or changes in the TDA Army is based on the fielding of a new weapon system(s), a change in doctrine, a change in force structure, an increase in training, or a change in readiness requirements. This process covers a period of approximately 18 months before the approval of an increase, decrease, or redistribution. It was normally associated with "functional need" which was then analyzed and assessed through a number of required events. In some cases the events deal with a workload change related to a manpower standard and a derivation of a corresponding change in manpower required to perform the TDA functions at a higher level of workload or readiness. Yet for other less defined functions, there was an estimate of the manpower change to support the changed TDA mission.

All of these approaches had one characteristic: the attempt to define the manpower changes through the "processes" of planning (TAA), programming (POM), and budgeting (PB). They also had the opportunity to define an impact on the potential customers of the increases before the actual requirement was implemented. This is an important qualitative and quantitative issue associated with the principles of TQM. Without the involvement in the processes mentioned above, there is a possibility that the manpower changes will not meet the needs nor the expectations of the

customers if they are not involved in the processes of supporting the changing missions and organizational readiness of the Army.

The downsizing of the TDA manpower base has been rapid and has not afforded the functional and process managers of the Army the opportunity to link directly all reductions to the changing Army TDA requirements. Initiatives such as Manage to Civilian Budget (MCB) have assisted with the implementation of the changes by providing greater flexibilities to the MACOM and Army installation commanders in implementing the reductions, but they have not assisted in the direct alignment of TDA reductions to changes in force structure or MTOE-driven TDA reductions. MCB does, however, provide the opportunity to avert some of the embedded negative impacts of HQDA manpower decisions that have not had the benefit of analysis and assessment. MCB is also a management approach which meets the criterion of TQM by providing the work center supervisor with the maximum flexibility in implementing HQDA manpower reductions.

b. Research Results: It became evident to the BLDS Team that the process of TDA downsizing would require a departure from the traditional approaches of determining manpower requirements, applying MS-3 standards, and introducing them to the MACOM and HQDA approval process to a process of accepting rapid, often undefinitized manpower reductions. The HQDA response to this situation was to pass many of those undefinitized, manpower reductions on to MACOM and Army installations level for definitization and implementation. The majority of Army TDA manpower reductions for FY 92 through FY 96 followed this approach.

c. Analysis: Under normal conditions, a more measured and disciplined approach would have been undertaken which would have been more in line with the goals of TQM. However, the Army manpower system was unable to respond to the rate of change imposed by The Office of the Secretary of Defense in reducing the services manpower levels. In our research, it was determined that the Army was not the only service to experience difficulty in responding to the rate of reductions; it was common among all services. While all three services have manpower standards systems like the Army's MS-3 program, the estimating equations associated with the rate of change

precluded them from truly adjusting the manpower requirements in a deterministic manner. This situation led in part to the Army issue as to whether the documentation of civilians at the billet level was a requirement or whether it could be modified or eliminated.

d. Findings: In order to provide a complete assessment of the issue of what can be accomplished better if the policy of documenting civilians at the billet level of detail is modified or eliminated, findings are presented for the following two cases:

- CASE I: Modified Policy for Civilian Documentation.

  The definition of "modified policy" associated with Case I is to require civilian documentation for all planning and programming years based on the submission of the President's Budget. The documentation for the planning years and programming years would be maintained but updated one time a year following the DMRD cycle, the May PBG cycle, the related command plan submission but before the Budget Estimate Cycle (BES) in October. This would be followed by the use of Manage to Civilian Budget (MCB) during the upcoming fiscal year, the budget execution year beginning 1 October, to provide maximum flexibility for the MACOM commanders and Army installation commanders in executing the current year budget. The managerial actions that would be accomplished better if this policy were adopted are:

  1. Reduced workload and manpower levels associated with documenting the overlapping planning, programming, and budgeting cycles;

  2. Increased ability to obtain a "functional managers" assessment of the types and numbers of civilians reduced each year;

3. Improved ability for the Army to respond to changes in the civilian manpower base and assure the executability of the annual civilian manpower program;

4. Increased ability for the Army to respond to infeasable additional reductions to the civilian manpower base during the President's Budget development cycle in the normal November/December timeframe;

5. Increased participation by the Army MACOM and installation commanders in the formulation and assessment of the forthcoming fiscal year budget;

6. Increased opportunity for the Army to respond to non-specific civilian manpower reductions and their impact on Army mission readiness and specific functional areas as justification during the Program Budget Decision cycle; and

7. Improved capabilities to integrate the force management, program budget, manpower management, and execution cycles by assuring integration of the FAS, PBG, TAADS, and ACPERS functional systems into a single interdependent system.

- Case II: Eliminated Policy for Documenting Civilians

The definition of the "eliminated policy" for civilians within Case II is to eliminate all documentation for civilians in the TAADS as well as all other planning, programming, and budgeting systems. In this case, the planning for civilians would rely on the "current actuals" as provided by ACPERS, the utilization of the civilian workforce resources as provided by financial appropriation execution reports, and manpower forecasting models based on manpower estimating equations projecting the size and the qualitative make-up of the out-year civilian workforce.

The following benefits can be expected to accrue to the Army under Case II:

1. Greater flexibility in the management of civilians by both the MACOM and installation commanders using policies associated with Managing Civilians to Budget; and

2. Greater use of the actuals as reported by ACPERS to provide OSD with actual strength data for submission to the Defense Manpower Data Center.

5. CONCLUSION

The Army has been continually striving to make improvements in the way it manages its resources. Today the Army is facing great management challenges. The question of centralization versus decentralization of TDA manpower resources is a constant dilemma confronting senior leaders of the Army.

Centralization, consolidation or regionalization, either at the OSD/JCS or at the Department of the Army level, in and by itself, does not suggest that decentralization initiatives run contrary to good or better management. Each has its applicability. The challenge for the Army is not to take sides, but to initiate a manpower management process that makes better use of TDA manpower resources. Total Quality Management (TQM) provides leadership a systematic, strategic framework in which to make those decisions.

In the interim, and with respect to the issue of the level of detail regarding documentation of civilian authorized positions, the Army would be better served to eliminate this requirement from TAADS. Such a decision supports the management trend being recommended by senior leaders.

Chapter VI. SUMMARY OF CONCLUSIONS BILLET LEVEL DOCUMENTATION STUDY

Chapter VI is divided into two parts. The first addresses significant general conclusions emerging from the study; the second presents conclusions relative to each of the questions asked in the contract statement of work.

1. GENERAL STUDY CONCLUSIONS

The conclusions that follow are those that emerged as significant in the context of the study.

1.1 The overarching issue of billet level documentation and the level of detail needed are extremely sensitive issues. Emotions run high, and opinions are very strongly held and often polarized in a way that leaves very little gray area and room for consensus. Both sides of the issue argue their positions strongly and persuasively. This has resulted in persistence of the status quo. However, our research indicated that the status quo is extremely dysfunctional. A leadership initiative is needed to correct the extreme inefficiencies embedded in the Army's current manpower system.

1.2 These organizational and management dynamics are currently causing frustration to the Army at HQDA, MACOM, and installation levels. The lack of a single organization responsible for manpower functions and the dichotomy of centralization versus decentralization have contributed to the dysfunction.

1.3 There is general agreement that the military requirements and authorization data in the TAADS system are required at the billet level of detail -- primarily because of Congressional guidance, the centralized management of military manpower and personnel, and for mobilization and wartime planning. Reconciliation of military data in TAADS should be continued at the HQDA.

1.4 Under the current environment of reduced resources for the military departments, both now and in the future, the concept of dual MOC windows creates a workload intensive requirement. Furthermore, civilian authorization data being reconciled is dated and hence, not useful for the purposes for which it is intended.

1.5 Most Army managers and leaders agree that billet level civilian authorization data in TAADS is of little or no utility because the data is not current, therefore inaccurate and not useful. Further, the level of effort required for the reconciliation of such civilian authorization data at the HQDA level is excessive for such a meaningless task.

1.6 There is a recognized need at all levels (OSD, HQDA, MACOM, and installation) for manpower and personnel inventory data in various levels of aggregation for activities such as, associating manpower with workload, measuring productivity, planning future force structure, programming training and other personnel related functions, and budgeting future dollars. The higher the level, the greater the aggregation; the lower the level, the greater the detail. For example, local commanders need both grade and skill level data to perform their management duties and responsibilities associated with the management of military and civilian manpower at the installation level.

1.7 TAADS-R was designed to provide a standard system for documentation, but as currently planned, it does not integrate the totality of the manpower, personnel, and dollars environment faced at the local level and promulgated as an element of MCB. The Army has no system to integrate these functions, but some already tie manpower to personnel and dollars. PC-based systems have been developed at MACOM, MSC, and local levels in response to legitimate needs to provide an "operating TDA" or similar databases to solve the manpower management problems of currency in an ever-changing environment. Some of these systems already tie manpower to personnel and dollars.

2. CONCLUSIONS PERTINENT TO SPECIFIC QUESTIONS

This section presents the conclusions reached on each of the questions posed in the contract statement of work.

(See matrix on page I-4 of Chapter I for a listing of the questions cross-referenced to the section in Chapters III, IV, and V where each question is addressed.)

2.1a Who are the customers of the current TQM manpower initiatives? (See Chapter V, Section 1.3, page V-4 for a detailed review of the customers of current TQM initiatives.)

The most visible customers of manpower policies and programs are:

- At installation level: Commanders, supervisors, personnel managers and staffs, management analysts, and financial management staffs.
- At MACOM level: Operational planning and management staffs, personnel and resource management functions.
- At HQDA level: Same staffs as MACOM level along with leaders of functional areas, e.g., medical, logistics, engineering.
- At OSD/JCS level: ASDs, FM&P, HA, PA&E, Comptroller, J-1, and J-3.
- At Congressional level: Committees on Armed Services both Appropriations and Authorizations.
- At OMB: National Security Division managers, budget examiners and analysts.

2.1b What are the customer expectations of the current TQM manpower initiatives? (See Chapter V, Section 1.3, page V-4 for a detailed review of the customer expectations of the current TQM manpower initiatives.)

All customers of manpower initiatives expect timely, accurate, and useful manpower data and information. The type of manpower information expected differs considerably among customers, but generally, the lower the organizational level, the more detail is required. Installation managers need up-to-date, real-time individual, billet level information to make critical staffing/budgeting decisions under such programs as Managing Civilians to Budget (MCB), whereas planners at HQDA can conduct their planning activities with summary, aggregated manpower information updated on an annual basis.

2.1c What is their customer level of satisfaction with the current TQM manpower initiatives? (See Chapter V, Section 1.3, page V-4 for a detailed review of the customer level of satisfaction with the current TQM manpower initiatives.)

The level of satisfaction with the current TQM manpower initiatives varies, also as a function of the level of the organization. Generally, officials at the installation and MACOM levels welcome manpower TQM initiatives, as they find themselves more in control of their resources. This positive view is shared by OMB, Congressional staffs, some activities in OSD, and by senior Army leadership (General Officer/SES level), but is viewed with skepticism by other staff activities within OSD, many at HQDA, and some at MACOMs.

2.2 What are the advantages and disadvantages of the present Army policy to document military and civilian manpower at the billet level of detail and to retain full detail at each operational level -- installation, MACOM, HQDA? (See Chapter III, Section 2.3.1, page III-24 for a detailed review of the

advantages/disadvantages of Billet Level Documentation at HQDA; see Chapter IV, Section 2.1, page IV-1 for a detailed review of the advantages/disadvantages of Billet Level Documentation at MACOM/installation.)

The principal advantage to retaining current policy for documentation is that the ongoing processes for manpower management would continue, i.e. the status quo would not require the Army to accommodate change. The Army would continue to use the TAADS system as its has in the past. However, the almost unanimous position reported during the study that the data being provided was untimely, inaccurate and thus causing excessive workload to reconcile at HQDA led us to the conclusion that change was now in order.

The TAADS detail file is the source of civilian authorization data being provided to DMDC through the "billet master file," format B of DODI 7730.64. A recent analysis of the DMDC data being provided by the Army shows a discrepancy between the civilian data being maintained in the TAADS file for FY90 and the FY90 civilian authorizations shown in the FY92 DMMR. While there may be explanations for this discrepancy, none the less, comparisons, judgments, and ultimately decisions are made based on these data.

2.3 What are the current internal and external regulations, policies, and directives, that govern or influence the level of manpower documentation and the organizational level that reviews and approves them? (See Chapter III, Section 3.1, page III-34 and Chapter IV, Section 2.2, page IV-5 for a detailed review of the current internal and external regulations, policies, and directives that govern or influence the level that reviews and approves them.)

At the Congressional level there are no policies, regulations or controls relating to the documentation of manpower at the billet level of detail. At the OSD level, DODI 7730.64, Automated Extracts of Military and Civilian Manpower Reports, requires billet level detail to be maintained by the services and provided to the Defense Manpower Data Center (DMDC). Army MACOMs are required by AR 310-49 and AR 310-49-1, which

prescribe the guidance for documenting manpower, to keep billet level detail.

2.4 What is considered a necessary level of documentation detail to manage the Army's manpower resources? (See Chapter III, Section 3.2, page III-35 and Chapter IV, Section 2.3, page IV-6 for a detailed review of the necessary level of documentation detail to manage the Army's manpower resources.)

For military manpower, Billet Level Documentation for both requirements and authorizations is needed at all levels; for civilians, Billet Level Documentation for requirements is needed at all levels; for civilian authorizations, aggregate data is sufficient for manpower management functions at MACOM and DA levels. It is expected that some form of detail for civilian authorization will be maintained at the local installation level for the management of TDA civilian manpower.

2.5a What level of documentation do the Air Force and Navy maintain? (See Chapter III, Section 2.1, page III-18 for a detailed review of the Air Force portion of these questions; see Chapter III, Section 2.2 page III-22 for a detailed review of the Navy portion of these questions.)

For the United States Air Force: HQ Air Force provides summary level manpower guidance to the MAJCOM. At the MAJCOM, the summary guidance is used to develop billet level detail for the bases. If the base makes changes, it is coordinated with the MAJCOM and the change is entered at the base level in the Manpower Document System. The Air Force billet level data system is bottom up. HQ USAF has access to the billet level data, but at HQs only the summary data is maintained.

The Navy provides summary guidance to their major claimants. The major claimant takes the summary data guidance and adds billet level information. This is then provided to field activities. Changes made by the field are coordinated with the major claimant, and approved changes are entered into the data base. The Navy is a bottom up system. Further, the Navy is in the process of getting rid of their current manpower billet level data base. A new real-time data base will be created which will

contain personnel data (faces), payroll dollars, and manpower data (spaces). To do this, they plan to cross-reference their new civilian personnel (faces) and payroll data base with key manpower (spaces) data elements. The manpower data elements which will be maintained are in the process of being determined -- they are talking with HQ and field activities to determine which manpower data elements are used and should be maintained. This information will be the primary input for formulating the new data base. The new set of data elements will be coordinated with DMDC to insure they meet OSD requirements.

2.5b What is the relationship between manpower requirements/authorizations/ dollars in these services?

The Air Force strongly supports the management to budget concept. However, they have a model (Palace CHRMS) which assists the field commander in relating requirements/authorizations/dollars. The model allows the field activity to do "what if analysis" and to do trade off analysis in a timely fashion. It appears to be a valuable tool. Another tool, Palace Automate, assists the commander in completing all of the paperwork required to grade and fill a new billet.

The Navy strongly believes in and supports management to budget by field activities. However, there are no systematic models which tie together manpower requirements/authorizations/dollars. HQ Navy leaves it up to the major claimant or field activity doing the budget to determine what data and/or models would be useful to develop his budget.

2.5c How do they meet reporting requirements which require billet level of detail documentation?

The Air Force billet master files are not submitted to DMDC in accordance with Department of Defense Instruction 7730.64. The Air Force submits four separate files: Active and Individual Account, Guard, Reserve including IMAs, and Civilians. The submissions are in 158 byte records and must be converted to a standard 260 byte billet master file.

The Navy billet master files are submitted to the DMDC in accordance with Format B of Department of Defense Instruction 7730.64. Navy submissions arrive in standard 260 byte records. No additional processing is required of these submissions by DMDC.

2.6 What controls result from or are related to the present policy of manpower documentation at the billet level of detail? (See Chapter III, Section 1.3.1, page III-2; Chapter III, Section 1.4.1, page III-10; Chapter III, Section 2.3.2, page III-25; Chapter III, Section 3.3, page III-37; and Chapter IV, Section 2.4, page IV-10 for a detailed review of the controls that result from or are related to the present policy of manpower documentation at the billet level of review.)

While existing guidance is provided in the form of controls, e.g. authorization levels as reflected in Congressional Reports and Bills, no controls are directly related to or result from the present policy of documentation at the billet level of detail except those issued through the DMR/DMRD process.

2.7 What can't be accomplished at each operational level -- installation, MACOM, HQDA -- if the policy of documenting at the billet level of detail is eliminated? (See Chapter III, Section 2.3.3, page III-26; Chapter III, Section 3.4, page III-38; and Chapter IV, Section 2.9, page IV-20 for a detailed review of what can't be accomplished at installation, MACOM, and HQDA operational levels if the policy of documenting at the billet level of detail is eliminated.)

If the policy of documenting at the billet level of detail is eliminated:

At all levels, especially at the Army level, military manpower management would be unexecutable. (Study results indicate that billet level of detail for military manpower is required at all levels.)

Effective civilian manpower management functions cannot be accomplished without billet level detail for requirements. However, little or no impact on civilian manpower management will occur if authorization detail for civilians is maintained only at the installation level.

The requirement to provide billet file data to OSD will be impacted if no authorization data is available at the HQDA level. As a minimum it may be necessary to maintain summary level data for civilian authorizations at HQDA.

2.8 What can be accomplished better if the policy of documenting civilians at the billet level of detail is modified or eliminated? (See Chapter V, Section 4, page V-15 for a detailed review of what can be accomplished better if the policy of documenting civilians at the billet level of detail is modified or eliminated.)

If the policy of documenting civilians at the billet level of detail is modified or eliminated, a more efficient use of available resources would result. The Army manpower system would benefit from the decentralization of civilian manpower management through the implementation of Manage Civilians to Budget.

2.9 How does the present manpower documentation policy affect the commander's flexibility in managing manpower resources? (See Chapter IV, Section 2.5, page IV-10 for a detailed review of how the present manpower documentation policy affects the commander's flexibility of managing manpower resources.)

Current policy negatively impacts on commander's flexibility by causing additional workload and commitment of resources to document civilian manpower at the billet level of detail and to reconcile such detail. The documentation process itself does not affect the commander's flexibility under MCB.

2.10 How does the Army's Manage to Civilian Budget initiative influence the manpower documentation of civilians at the billet level of detail? (See Chapter III, Section 3.5, page III-40; and Chapter IV, Section 2.6, page IV-13 for a detailed review of how the Army's Manage to Civilian Budget initiative influences the manpower documentation of civilians at the billet level of detail.)

The Army's MCB initiative and the current policy to document civilians at the billet level of detail are not incompatible. However, MCB has caused a need for additional data that is not available in TAADS, for example, the relationship between manpower, personnel, and dollars.

2.11 How does the Army's downsizing plan influence the manpower documentation at the billet level? (See Chapter III, Section 3.6, page III-45; and Chapter IV, Section 2.7, page IV-15 for a detailed review of how the Army's downsizing plan influences the manpower documentation at the billet level of detail.)

While the Army's downsizing plans obviously impact the ability of the Army to do business as usual, the issue of documenting civilians at billet level preceded the downsizing. Our study indicates that the issue was more influenced by the use of dated and inaccurate manpower data at HQDA to support management's downsizing decisions.

2.12 Does the manpower management decision process rely on manpower documentation at the billet level of detail? (See Chapter III, Section 1.3.2, page III-5; Chapter III, Section 1.4.2, page III-13; Chapter III, Section 2.3.4, page III-27; Chapter III, Section 3.7, page III-47; and Chapter IV, Section 2.8, page IV-17 for a detailed review of whether or not the manpower management process relies on manpower documentation at the billet level of detail.)

There are occasions where billet level detail is used at HQDA in the manpower management decision process. However, as a general rule billet level detail is not relied upon for major manpower decisions.

However, HQDA must have a means to access billet level detail to respond to external questions on an "exception" basis.

2.13 Is there a need for the organizational structure, mission statements, and functions statements which are listed in Section I of the TDA? (See Chapter III, Section 2.3.5, page III-29; and Chapter IV, Section 2.10, page IV-22 for a detailed review of whether or not there is a need for the organized structure, mission statements, and function statements which are listed in Section I of the TDA.)

During the interview process, the need for the data in Section I of the TDA was generally supported.

2.14 Are there ADP systems costs and benefits that can be quantified relative to the present documentation policy or proposed changes to the present documentation policy? (See Chapter III, Section 2.3.6, page III-31; and Chapter IV, Section 2.11, page IV-23 for a detailed review of whether or not there are ADP systems costs and benefits that can be quantified relative to the present documentation policy or proposed changes to the present documentation policy.)

According to study analysis, there are no significant programming costs associated with the current or proposed policies regarding billet level documentation. However, our study indicates that a single database and supporting software that integrate dollars, manpower, and personnel would better serve current Army management initiatives. This change has considerable, identifiable costs, which have not been quantified as part of this study.

2.15 What are the implications for mobilization management if manpower is not documented at the billet level of detail? (See Chapter III, Section 3.8, page III-50 for a detailed review of the implications for mobilization management if manpower is not documented at the billet level of detail.)

> The use of civilian requirements data and civilian actuals from ACPERS should be sufficient for the management of mobilization and in reality provide a more reliable picture of the true need. Because of the centralized nature of military manpower management, both military requirements and authorizations are essential to the mobilization management function.

2.16 How does a decision to retain or modify the present policy affect ADP systems currently in place or those that are currently under revision? (See Chapter III, Section 3.9, page III-51; and Chapter IV, Section 2.12, page IV-24 for a detailed review of how a decision to retain or modify the present policy will affect ADP systems that are currently in place or those that are currently under revision.)

> Little impact will accrue to existing systems if a decision to modify current policy is implemented.

2.17 What impact does eliminating billet level documentation have on skill management, career management, equipment management, and organizational management? (See Chapter III, Section 3.10, page III-52; and Chapter IV, Section 2.13, page IV-25 for a detailed review of what impact eliminating billet level documentation will have on skill management, career management, equiping management, and organizational management.)

> Eliminating Billet Level Documentation in total would have significant impact on skill, career, equipment, and organizational management functions. The elimination of the civilian authorization detail will require a greater dependency on the use of inventory data to support management decisions in these important areas.

2.18 What other data systems currently exist that provide the data needed for manpower management (i.e., ACPERS, CMOD, etc.)? (See Chapter III, Section 3.11, page III-53; and Chapter IV, Section 2.14, page IV-28 for a detailed review of the other data systems that currently exist that provide the data needed for manpower management.)

Within the context of study conclusions, greater reliance on ACPERS for the use of inventory data will be required to supplement existing TAADS data in the manpower management function. FAS and Command plans are available for summary level civilian planning data.

2.19 How will emerging DOD management trends, such as "unit cost per output" and Defense Business Operations Funds (DBOF), affect manpower documentation at the billet level of detail? (See Chapter III, Section 1.4.3, page III-16 and Chapter III, Section 3.12, page III-55 for a detailed review of how emerging DOD management trends, such as "unit cost per output" and Defense Business Operations Funds (DBOF), will affect manpower documentation at the billet level of detail.)

Within the context of the study conclusions, the use of inventory data should allow the Army to satisfy the requirements of emerging DOD management trends, such as "unit cost per output" and DBOF. A more complete and definitive response on this issue should be developed upon the issuance of detailed DOD policy guidance on the DBOF.

Chapter VII. RECOMMENDATIONS
BILLET LEVEL DOCUMENTATION STUDY

The following recommendations are presented:

1. Eliminate the documentation of civilian authorization data in TAADS at the detail level. Aggregate civilian authorization level data can be obtained from the Program Budget Guidance, the Force Authorization System, and the Command Plans. Local commanders should use ACPERS and working TDAs for their detailed civilian data.

2. Under the current environment, i.e., lack of end strength controls, MCB, etc, increase the reliance on ACPERS for actual strength and position data at all levels.

3. Designate a single office with associated field operating agencies to be responsible for policy, procedures, and processes of civilian and military manpower management.

4. Continue iniatives currently underway regarding the centralized documentation of the MTOE Army. TDA documentation should <u>not</u> be centralized.

5. Eliminate the requirement for two MOC windows. Establish a single MOC window at the Budget Estimates Submission (BES) manpower position to support the PPBES process.

6. To integrate systems development for manpower, personnel, and dollar relationships, evaluate the current Army manpower information management and decision support systems. Consider the initiatives of the USAF.

7. Retain MCB as an ongoing initiative to improve the management of civilian manpower implementation.

8. Formally review the multiple requirements for the use of current data elements in the TAADS system and the value of the work required to maintain and track such data elements in an environment of reduced resources.

9. Continue to use the TQM principles (See Chapter V, Section 1.1, page V-1) as a means to improve the Army's manpower management philosophy.

BILLET LEVEL DOCUMENTATION STUDY
APPENDIXES

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APPENDIX A:
THE BILLET LEVEL DOCUMENTATION STUDY TEAM

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Len Schossler	McManis	202-466-7680	202-872-1898
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John Alger	CACI	703-553-4864	703-521-2685
Harry West	Orkand	301-585-8480	301-565-0828
John Johnston	IVG	703-938-7950	703-938-8233
Al Fisher	IVG	703-938-7950	703-938-8233

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APPENDIX C:
CHRONOLOGY OF PERTINENT EVENTS AND DOCUMENTS
BILLET LEVEL DOCUMENTATION STUDY

1943		War Department Manpower Board established.
1946		Civilian manpower spaces allocated and controlled by the Comptroller.
1946-63		Manpower management consolidated in DCSPER.
20 Aug 54	DODD 1100.4	SUBJ: Guidance for Manpower Programs. Prescribes general manpower policies. "Each Service shall undertake only such programs as are actually essential, and shall program manpower requirements at the minimum necessary to achieve specific vital objectives. "In areas which require military personnel only, manpower requirements shall be based upon applicable manning documents, with assigned tasks and missions. Civilian requirements will be determined on the bases of planning and workload factors with strengths maintained at the minimum necessary to accomplish the required tasks. In areas which require both military and civilian personnel, manpower requirements shall be determined as a total." (Copy in BLDS Library, Book Five)

1963-74	Manpower management in ACSFOR.
1966	HQDA introduced the New Army Authorization Documents System (NAADS) to reduce the number of authorization documents and to provide greater standardization.
1970	TAADS replaced NAADS. Proponents required to document all civilian positions at same level of detail as formerly used for military positions.
1972	Navy established SHORSTAMPS to develop staffing standards based on mathematical formulas.
1 July 1973	VTAADS fielded.
1974	ACSFOR disestablished and manpower functions fragmented.
Jun 1977	U.S. Army Concepts Analysis Agency. SUBJ: Management of Change (MOC). Study Report Number CAA-SR-77-7.
1978	GAO indicted Army manpower management. Long Study recommended that key manpower functions be reconsolidated in ODCSPER.
14 July 78	A study of Resource Management on the Army Staff.

15 Dec 78	AR 310-49-1	The Army Authorization Documents System (TAADS) Documentation Procedures and Processing, effective 1 Feb 79 with change 1, effective 15 December 1980. (Copy in BLDS Library, Book Eight)
1979		GAO reported much more needed to be done.
1979		95th Congress Report. Department of Defense Appropriations Authorization Act 1979. House of Representatives. Report Number 95-1118.
28 Jun 79	DODI 1110.1	SUBJ: Defense Manpower Requirements Report (DMRR). Prescribes responsibilities and procedures for preparation of inputs to the DMRR required by Title 10, USC, Section 138 (a)(3) [changed to Title 10, USC, Section 115 (b)(3)(A)]. DMRR due to Congress NLT 15 Feb each year. (Copy in BLDS Library, Book Five)
31 Oct 79		Comptroller General Report to Congress (FPCD-80-9), Lack of Control and Feedback Hinders Army Manpower Management Improvements.
15 Dec 80		AR 310-49. The Army Authorization Documents System (TAADS) RCS CSGPO-375. Effective 15 January 1981. (Copy in BLDS Library, Book Eight)
1981		MS-3 program approved.

15 Jan 81	AR 310-49	Army Regulation 310-49, The Army Authorization Documents Systems (TAADS) RCS CSGPO-375, effective 15 Jan 81, dated 15 December 1980. (Copy with BLD Study Group)
4 May 82	TIG Msg	042000Z May 82, SUBJ: Force Modernization Training. From LTG Trefry, The Inspector General. Need to teach "How the Army runs."
FY 82 & FY 83		97th Congress Report. Department of Defense Authorization for Appropriations for Fiscal Year 1983 and Supplemental Authorization for Appropriations for Fiscal Year 1982. Report Number 97-330.
1983		GAO said Army on the right track.
1983		VCSA formed a steering committee to study the documentation process. The Documentation Modernization (DOCMOD) Study Group charter was to standardize, stabilize, and modernize the documentation system.
1983		Civilian personnel ceilings removed.
Dec 1983		Navy redesigned SHORSTAMPS as the Shore Manpower Documents (SHMD) program and incorporated it into a new Navy Manpower Engineering Program (NAVMEP).

1984		U.S. Army Manpower Requirements and Documentation Agency (USAMARDA) united requirements and documentation functions.
Apr 85		House Armed Services Committee asked GAO to conduct a comprehensive analysis of defense manpower needs. (Study completed in Jun 87, q.v.)
Early 86		DAIG report on Army's civilian personnel system.
Mar 86		GAO Briefing Report to the Chairman, Committee on Armed Services, House of Representatives (GAO/NSIAD-86-87BR), SUBJ: DOD Manpower Information Accuracy of Defense Manpower Requirements.
Apr 86		CSA commissioned a year-long project, the Civilian Personnel Modernization Project, to "develop a civilian personnel system which optimally supported the army's current and future missions."
1 Apr 86 - 31 Mar 87	Project Report	HQDA DCSPER. SUBJ: Civilian Personnel Modernization Project.
14 Apr 86		Public Law 99-433. Goldwater-Nichols. DOD Reorganization Act.
17 Oct 86	ASN Memo	Office of the Assistant Secretary of the Navy (Manpower and Reserve Affairs). SUBJ: Managing to Payroll Guidance. Navy implemented Managing to Payroll.

FY 87	Public Law 99-661. Section 531, Waiver of Civilian Personnel Ceilings for FY 1987.
Apr 87	Army leadership approved conceptual design for civilian personnel system, which has decision-making authority.
May 87	GAO Briefing Report to the Chairman, Committee on Armed Services, House of Representatives (GAO/NSIAD-87-99BR), SUBJ: Navy Shore Manpower Program, Decision to Decentralize Needs to Be Rethought.
May 87	Report to the Chairman on Armed Services, House of Representatives (GAO/NSIAD-87-101 BR). SUBJECT: Navy Manpower, Squadron Manpower Program Needs Improvement.
Jun 87	GAO Briefing Report to the Chairman, Committee on Armed Services, House of Representatives (GAO/NSIAD-87-137). SUBJ: Air Force Manpower Program, Improvements Needed in Procedures and Controls.
1 Oct 87	MCB test began at 15 Army activities.

17 Nov 87	DODI 5010.37	SUBJ: Efficiency Review, Position Management, and Resource Requirements Determination. Updates policy, criteria and procedure, guidance, and responsibilities for the DOD efficiency review process, work measurement, labor and staffing standards development, resource requirements determination, and position management throughout DOD. (Copy in BLDS Library, Book Five)
~1988	USC 10, 115	Title 10, US Code, para. 115, Annual authorization of personnel strengths; annual manpower requirements report. (Copy in BLDS Library, Book Four)
Jan-Apr 88		AA reviewed implementation of MCB at ten installations.
29 Jan 88	AISM 25-FIF	Automated Information Systems Manual 25-FIF-ANJ-IBM-FD. Functional Description for the Army Authorization Documents System-Redesign (TAADS-R). Office of the Deputy Chief of Staff for Operations and Plans. Prepared by the General Research Corporation. (Copy in BLDS Library, Book Eleven)

22 Mar 88	SECDEF Memo	For Secretaries of the Military Departments. SUBJ: Follow-on Actions to the FY 1988 Officer Requirements Report. Signed Frank Carlucci. "The OSD staff will significantly expand and improve its oversight of Service manpower. This will require regular access to all billet level manpower data files including requirements and authorizations data." (Copy with BLD Study Group)
?? Apr 88	ASD(FM&P) Memo	Expanded on SECDEF Memo of 22 Mar 88; specified that Services would be required to provide OSD with billet level manpower detail on a continuing basis. Institutionalized in DODI 7730.64. 27 Dec 88. (Cited in ASA(MRA) memo of 16 Mar 89.)
22 Apr 88	VTAADS	AISM 25-FO1-ANV-IBM-UM, Vertical The Army Authorization Documents Systems (VTAADS) Users Manual. Office of the Deputy Chief of Staff for Operations and Plans, Department of the Army. Prepared under contract by the General Research Corporation. (Copy in BLDS Library, Book Eleven)
6 Jun 88	ASA(MRA) Memo	SUBJ: Army Force Structure and Manpower Accounting
14 Jun 88		Report 88-706. SUBJ: Test of Managing Civilians to Budget. (Copy with BLD Study Group)

29 Jun 88		Special Report WE 89-702. SUBJ: Test of Managing the Civilian Work Force to Budget, National Training Center and Fort Irwin California.
30 Jun 88		Special Report WE 88-703. SUBJ: Test of Managing the Civilian Work Force to Budget, National Training center and Fort Irwin, California.
24 Aug 88		Special Report SW 88-716. SUBJ: Managing the Civilian Work Force To Budget, Status of Test Implementation.
19 Oct 88	AAA Rpt	U.S. Army Audit Agency, Special Report, (SW 89-701), SUBJ: Test of Managing the Civilian Work Force to Budget. Found that performance measurement systems were not in place.
27 Dec 88	DODI 7730.64	SUBJ: Automated Extracts of Military and Civilian Manpower Records; provides policy, assigns responsibilities, and establishes requirement for reporting authorization, individuals account, and programmed manpower structure data. Biannual reports as of 31 Dec and 30 Jun, due 15 Feb and 15 Aug to Defense manpower Data Center (DMDC). ASD(FM&P) (Copy in BLDS Library, Book Five)
1989		U.S. Army Force Integration Support Agency (USAFISA) united manpower requirements, documentation, equipment review/requirements and automation.

Fall 1989		Barker, Clark L. "The Department of the Navy's 'Managing to Payroll' Authority." Armed Forces Comptroller
12 Jan 89	ASN Memo	Office of the Assistant Secretary of the Navy (Manpower and Reserve Affairs), SUBJ: Managing to Payroll Survey. 73 percent of Navy managers and supervisors perceive that they operate under ceiling constraints.
29 Jan 89	TAADS-R	AISM 25-FIF-ANJ-IBM-FD, The Army Authorization Documents System-Redesign (TAADS-R) Functional Description. Office of the Deputy Chief of Staff for Operations and Plans, Department of the Army. Prepared under contract by the General Research Corporation. (Copy in BLDS Library, Book Eleven)
2 Mar 89	OA/RM slides	Progress report to General RisCassi, SUBJ: Organizational Analysis and Resource Management Planning. Arroyo Center, RAND. Proposes "neutral integrator."
16 Mar 89	ASA(MRA) Memo	Memo for DAS, SUBJECT: Manpower Documentation Policy. Signed by William D. Clark, Acting ASA(M&RA). Document civilians & military! Memo cites SECDEF memo of Mar 88, ASD(FM&P) Memo of Apr 88, and DODI 7730.64, 27 Dec 88. (Copy with BLD Study Group)

16 Mar 89	SAMR Memo	SUBJ: MCB GOSC. (Copy with BLD Study Group)
27 Apr 89		HQDA DCSPER. SUBJ: Managing the Civilian Work Force to Budget. Program of Instruction.
Jun 1989		HQ DA WASH DC/DACS-ZB. 121345Z. SUBJ: Increasing Financial Flexibility to Commanders.
1 Jun 89		DA consolidated USAMARDA, USAFDSA, and USAEARA into USAFISA under the operational control of the DCSOPS. (AAA EC 91-204)
12 Jun 89	VCSA Msg	VCSA message. 121345Z Jun 89. SUBJ: Increasing Financial Flexibility to Commanders.
30 Jun 89		AR 570-2. Manpower Requirements Criteria (MARC) -- Tables of Organization and Equipment.
30 Jun 89		AR 570-5. Manpower Staffing Standards System. (Copy in BLDS Library, Book Eight)

31 Jul 89	AR 570-5	Effective date of Army Regulation 570-5, Manpower Staffing Standards System (Manpower and Equipment Control), HQDA. Policies, responsibilities, and procedures for the development and maintenance of manpower staffing standards for functions performed by TDA organizations, including Augmentation TDAs. (Copy in BLDS Library, Book Eight)
1 Jul 89		DA transferred responsibility for managing the Efficiency Review Program for the U.S. Army Organizational Efficiency Review Agency to USAFISA. (AAA EC 91-204)
August 1989	PSOG-203	Manage to Budget Programs: Guidelines for Success. Office of Systems Innovation and Simplification, Personnel Systems and Oversight Group, United States Office of Personnel Management. Management approach centered around the redelegation of personnel, budget, and administrative authorities to lower levels of management within an organization. Prepared by McManis Associates, Inc as a subcontractor to University Research . (Copy in BLDS Library, Book Four)
19 Sep 89	DAPE-CPM Memo	SUBJECT: Army-Wide Implementation of Managing the Civilian Work Force to Budget (MCB). (Copy in BLDS Library, Book Six A)

25 Sep 89	AR 570-4	Army Regulation 570-4, Manpower Management (Manpower and Equipment Control), HQDA. (Copy in BLDS Library, Book Eight)
19 Oct 89		Report SW 89-701. SUBJ: Test of Managing the Civilian Work Force to Budget.
26 Oct 89	CMOD	Pamphlet entitled, "Civilian Manpower Obligations Data: A Reporting System for Costing the Civilian Workforce." Prepared by Budget Formulation, Execution, and Manpower Branch, Directorate for Operations and Support, Army Budget Office, The Pentagon. (Copy in BLDS Library, Book Seven)
31 Oct 89	DAPE-CPM Memo	SUBJECT: Preliminary Instructions for Army-Wide Implementation of Managing the Civilian Work Force to Budget. (Copy in BLDS Library, Book Six A)
20 Nov 89		Report SW 91-701. SUBJ: Test of Managing the Civilian Work Force to Budget.
Nov 89-Apr 91		AAA audited six of the ten installations that had implemented MCB. See report of 12 Apr 91.

16 Mar 90	ASA(MRA) Memo	SUBJ: Manpower Documentation Policy. "It is the policy of the Department of the Army to document organizational structure, requirements, and authorizations for both military and civilian manpower at the individual billet level of detail for the Total Army. These data will be contained in appropriate automated data bases maintained at [HQDA]."
19-20 Mar 90	Manpower Meeting	Manpower Management Meeting/Workshop. Richmond, Va.
17-26 Apr 90		Manpower Survey Team of USAFISA visited 4 MACOMS and 9 installations to determine manpower saved by the implementation of TAADS-R.
30 Apr 90	ASA(MRA) Memo	SUBJ: MCB GOSC. Requested that GOSESC remove issue of eliminating civilian authorization data from TDA from its agenda and that any further analysis should be part of ODSCOPS VANGUARD.
30 Apr 90	SAMR Memo	SUBJ: MCB GOSC. (Copy with BLD Study Group)
11 May 90	ASA(MRA) Memo	SUBJ: Billet Level Reporting. To ASD(FM&P). Proposed that detailed civilian authorization reporting be eliminated.

30 May 90	DAPE-CPM Memo	SUBJ: Draft Instructions for Army-Wide Implementation of Managing Civilians to Budget (MCB).
31 May 90	DAPE-CPM Memo	SUBJ: Modification of Manpower Management Processes Under the Managing Civilians to Budget (MCB) Program. Signed LTG Ono. GOSESC requested the DCSOPS to consider their concept for changes to the manpower management process, to include TDA documentation of civilians. (Copy in BLDS Library, Book Six A)
1 Jun 90	DACS-ZB Msg	DACS-ZB message 012005Z Jun 90 to MACOM commanders, SUBJ: Increasing Financial Flexibility to Commanders. See 21 Mar 91 SAUS message.
1 Jun 90	DACS-ZB Memo	Memorandum to HQDA Principals, SUBJ: Increasing Financial Flexibility to Commanders. See 21 Mar 91 SAUS message.
4 Jun 90	Jehn Memo	Memo for ASA (M&RA), SUBJ: Civilian Manpower Reporting. Cannot agree to lessening of the space or billet level detail required. Recommend that you drop any further consideration of eliminating detailed civilian authorization reporting. (Copy in BLDS Library, Book Five)

5 Jun 90	DAMO-FDZ msg	051817Z Jun 90. SUBJ: Proposed Elimination of AMSCO, MDEP and C-Type Fields in TAADS. Director of Force Programs and Integration announced the ADCSOPS study to the field.
11 Jun 90	DAMO-ZA	SUBJ: Modification of Manpower Memo Management Processes Under the Managing civilians to Budget (MCB) Program. To GOSESC on Civilian Personnel Modernization. "While I appreciate the need to close certain issues, this complex matter has a significant impact on force structure planning and integration. I am inclined to caution at this point given the drastic structure and funding reductions (e.g., VANGUARD, Quicksilver, BRAC) now in execution. It is prudent to maintain a very specific TAADS audit capability until HQDA can truly sort out the impacts and detailed data needs. . . . Since this issue of civilian TDA documentation does not affect MCB implementation, there is no need to hasten the analysis of this important policy change proposal." (Copy in BLDS Library, Book Six A)
14 Jun 90	HQ 90-205	U.S. Army Audit Agency Report of Audit, Efficiency Review Program. (Copy in BLDS Library, Book Ten)
~ Jun 90		Systemic Issues. (Copy in BLDS Library, Book Nine A)

Summer 1990		Preliminary MCB Findings. Briefing Charts.
30 Jul 90	MOFI Memo	MOFI-TREDD Memorandum. SUBJ: Examining the Role of Manpower Management and Documentation in View of Managing the Civilian Work Force to Budget (MCB). For See Distribution. Signed BG Robert B. Rosenkranz, Director, Force Programs. Seeks ideas for USAFISA TDA/MCB (Gray) Study. (Copy in BLDS Library, Book Six B)
30 Jul 90	HASC Ltr	Letter from the House Armed Services Committee to the Secretary of the Army. Stated that it is "disturbing that management of civilian personnel, under future force structure reductions, has occurred without attention to workload..."
6 Aug 90		USAFISA reported to AAA that staffing standards were completed for only 51 percent of the personnel requirements projected for coverage. (AAA EC 91-204)
Fall 90	Gray Study	SUBJ: MCB and TDA Documentation. (Copy in BLDS Library, Book Nine B)
4 Sep 90	FCJ8-MRL.	Army Ideas for Excellence Program (AIEP) Response. (Copy in BLDS Library, Book Six B)

28 Sep 90		TAADS-R Interface Requirements. Supplement. (Copy in BLDS Library, Book Nine A)
Oct 90	Gray Study Briefing	SUBJ: A Study of MCB and Manpower Management. (Copy in BLDS Library, Book Nine A)
1 Oct 90		Target for Army-wide implementation of MCB.
2 Oct 90	Info Paper	Vanguard PBC, Extract provided to attendees. SUBJ: Centralize TAADS, Manpower Standards, and Surveys within a single agency (TRADOC). (Copy with BLD Study Group)
9 Oct 90	DAMO-FDZ Memo	For DCSOPS, SUBJ: Vanguard CENDOC Proposal and the Inactivation of USAFISA. Signed MG Jerome H. Granrud. Set aside Vanguard's proposal to inactivate USAFISA. (Copy in BLDS Library, Book Six B)
10 Oct 90	DAMO-ZA Memo	For VCSA, SUBJ: USAFISA Inactivation and Centralized Documentation (CENDOC) VANGUARD Proposals--ACTION MEMORANDUM. Signed LTG Reimer, DCSOPS. See 16 Oct 90. (Copy in BLDS Library, Book Six B)

11 Oct 90		Briefing to ADCSOPS by DCSOPS Study Group to respond to the chairman of the GOSESC for civilian personnel modernization. Resulted in similar briefing to SPC on 17 Oct 90, q.v. (Copy of briefing charts with BLD Study Group)
15 Oct 90	DAPE-CPM Memo	Memo for [Army], SUBJ: Revised Instructions for Army-Wide Implementation of Managing Civilians to Budget (MCB). Grants flexibility in establishing initial levels of delegation of MCB authorities while maintaining the objective of reaching the lowest practical level; deferral of gain sharing. (Copy in BLDS Library, Book Six B)
16 Oct 90		VCSA noted USAFISA inactivation memo (10 Oct 90) and tasked for decision briefing.
17 Oct 90	TDA Brief	Graphics entitled, "A Study of TDA Manpower Management," prepared for Strategy and Planning Committee, 17 October 1990. Findings, conclusions and recommendations of the DCSOPS TDA Manpower Management Study. As an outgrowth of this briefing, the decision was made to leave civilian TDA documentation status quo and begin working towards CENDOC implementation. (Copy with BLD Study Group)

26 Nov 90	AAA Rpt	U.S. Army Audit Agency, Report of Audit, (NE 91-700), SUBJ: Test of Managing the Civilian Work Force to Budget. Found that without effective performance measurement systems in place, the success of MCB implementation is in jeopardy.
26 Nov 90		Report NE 91-701. SUBJ: Test of Managing the Civilian Work Force to Budget.
30 Nov 90		VCSA approved "HQDA approach" to implement DMRD 945i.
~90/91	DODD	Draft (no number) SUBJ: DOD Quality and Productivity Improvement. Reissues and retitles DOD Directive 5030.31. Implements the provisions of Executive Order 12637, "Productivity Improvement Program for the Federal Government," April 27, 1988. "The unit cost, or cost per unit of output, concept shall be the fundamental measure of productivity improvement. . . ." (Copy in BLDS Library, Book Five)
~1991	White Paper	White Paper, SUBJ: Army Human Resource Management. Proposes policy for management of the Army 1992-1996. (Copy in BLDS Library, Book Nine B)
9 Jan 91		SAMAS Design Review. (Copy with BLD Study Group)

12 Feb 91	USAF Brief	SUBJ: Briefing on Air Force Manpower and Personnel Interface. Included with MOFI-STD memo, SAB, from J. Christopher Leeds, Chief, Manpower Standards Division. Packet also includes: USAF Operating Instruction 26-1, 1 Nov 86, Extended Unit Manpower Document (UMD); AFMS 1622, Attachments 1 and 2, Work Center Description, Personnel Systems Management, 3 February 1987; and examples of Extended Unit Manpower Documents. (Copy with BLD Study Group)
21 Feb 91	SAMR Memo	SUBJ: Billet Level Documentation. (Copy in BLDS Library, Book Five)
22 Feb 91		AR 570-7. Equipment Survey Program.
28 Feb 91		USAFISA briefing, SUBJ: Total Army Analysis. (Copy in BLDS Library, Book Nine A)
12 Mar 90	SAMR Memo	SUBJ: Billet Level Documentation.
20 Mar 91	FCJ8-MRA (570-4)	Memorandum for Commander, U.S. Army Force Integration Support Agency, ATTN: MOFI-ZA, Fort Belvoir, Va. SUBJECT: Concept of Operations for Centralized Documentation at U.S. Army Force Integration Support Agency (USAFISA). (Copy in BLDS Library, Book Six B)

20 Mar 91	FCJ8-MRA (570-4).	Memorandum for Director, Force Programs Integration, Office of the Deputy Chief of Staff for Operations and Plans, Department of the Army, Washington DC. SUBJECT: Concept of Operations for Centralized Documentation at United States Army Force Integration Support Agency (USAFISA). (Copy in BLDS Library, Book Six B)
21 Mar 91	SAUS Msg	Shannon sends to AIG 7406. SUBJ: Managing Civilians to Budget (MCB). 211752Z Mar 91. Informs field that ASA(M&RA) has been directed to eliminate as much documentation detail as possible. Encourages field to become familiar with MCB. Confidence that MCB has near term and long term benefits. (Copy in BLDS Library, Book Six B)
21 Mar 91		PBC decision to "crawl/walk/run" with MTOE CENDOC.
25 Mar 91	AR 1-1	Draft Update to Army Regulation 1-1, Planning, Programming, Budgeting, and Execution System. Presents new biennial cycle that began with POM 1990-94 and implementation of DOD Reorganization Act of 1986. (Copy in BLDS Library, Book Eight)
1 Apr 91		SELCOM "find a volunteer" re CENDOC

2 Apr 91	MRA Memo	Memo for Vice Chief of Staff, Army, SUBJ: Centralized Documentation (CENDOC) Implementation Issues. Signed William D. Clark, Principal Deputy Assistant Secretary (Manpower and Reserve Affairs). "A challenge to implement [CENDOC]."
3 Apr 91		Rump PBC: MTOE CENDOC a "slice" including units from FORSCOM, NG, USAR.
12 Apr 91	AAA Memo	Memo for DCSPER, SUBJ: Draft Report on the Audit Managing Civilians to Budget. Guidance to eliminate controls was ignored, but concept is sound. (Copy with BLD Study Group)
12 Apr 91		Report 91- (DRAFT). SUBJ: Test of Managing the Civilian Work Force to Budget. (Copy with BLD Study Group)
25 Apr 91	MOFI Memo	Memorandum for See dist, SUBJ: Revision of AR 310-49 (Renumbered AR 71-14), The Army Authorization Documents System (TAADS). Includes draft of 71-14. (Copy with BLD Study Group)
25 Apr 91		AR 71-14 (DRAFT). SUBJ: The Army Authorization Documents System (TAADS). (Copy with BLD Study Group)

29 Apr 91		Five-year Civilian Employment Plan: A report required by section 322(6) of the FY91 DOD Authorization Act by ASD (FM&P)
30 Apr 91		AR 5-3 (DRAFT). Installation Management and Organization. (Copy with BLD Study Group)
~ May 91		USAFISA Concept Briefing, SUBJ: DMRD 945i: Centralized TAADS, Manpower Standards, and Manpower Surveys. (Copy with BLD Study Group)
May 1991		Deputy Assistant Secretary of Defense (Installations). 1991 Annual Report.
7 May 91	MOFI-RAP Memo	SUBJ: FTS Management and SAMAS. For ODCSOPS. (Copy with BLD Study Group)
15 May 91	DAPE Memo	Memorandum for HQDA (DAPE-ZXI-SP), SUBJ: Revision of AR 5-3. Includes draft of AR 5-3, Installation Management and Organization. (Copy with BLD Study Group)
23 May 91	DAMO-FDZ Memo	For Director, PAE. SUBJ: Manpower to Support CENDOC. Signed BG Robert B. Rosenkranz, Director Force Programs. Solicitation of support to reverse reductions to USAFISA. (Copy in BLDS Library, Book Six B)

23 May 91	DAMO-FDZ Memo	For Director of the Army Staff. SUBJ: Mandated Cuts to FISA Authorizations-- ACTION MEMORANDUM. Signed MG Jerome H. Granrud. See 28 May for DAS response. (Copy in BLDS Library, Book Six B)
24 May 91	DAMO-FDZ Memo	SUBJECT: Resource Management Update (RMU) FY92/93. For Director, Washington Headquarters Services, Mr. Peter Stein, SAAA-ZB. Signed BG Robert B. Rosenkranz. Reevaluate reductions to USAFISA. (Copy in BLDS Library, Book Six B)
28 May 91		DAS response to DAMO-FDZ memo of 23 May 91, q.v. "Be prepared to brief."
Jun 1991		HQDA Staff. Billet Level Documentation Review: Initial Research and Analysis. (Copy with BLD Study Group)
7 Jun 91	EC91-204	Report Army Audit Agency EC 91-204, Manpower Staffing Standards System. (Copy in BLDS Library, Book Ten)
7 Jun 91	DAPE Memo	Memorandum for ASA(M&RA), SUBJ: Billet Level Documentation Review -- HQDA Staff Initial Research and Analysis. Transmittal memo for ODCSPER preliminary assessment of the documentation process. No conclusions to preclude undue bias of contract study. (Copy with BLD Study Group)

17 Jun 91	VCSA Ltr	Letter to LTG John B. Conaway, Chief, National Guard Bureau. Signed Gordon R. Sullivan, VCSA. Press on with CENDOC.
19 Jun 91	SAAG-AFA	Memorandum For Assistant Secretary of the Army (Financial Management), Attn: SAFM-EP. SUBJECT: Tentative Finding and Recommendations -- "Workload Management," Audit of Management of Army Workload. (Copy in BLDS Library, Book 10)
8 July 1991		ASA(FM)-OMA. Managing Civilians to Budget.
No Date		10 U.S.C. 115. "Annual Authorization of Personnel Strengths; Annual Manpower Requirements Report" (Copy in BLDS Library, Book Four)
No Date		10 U.S.C. 129. "Prohibition of Certain Civilian Personnel Management Constraints."
No Date		10 U.S.C. 136. "Assistant Secretary of Defense (Force Management and Personnel.)
No Date		Public Law 99-145. Section 1160, Quarterly Reports.

No Date		Report to the Chairman on Armed Services, House of Representatives, SUBJECT: Navy Manpower, Improved Ship Manpower Document Program Could Reduce Requirements.
No Date	FORMIS	Forces, Readiness, and Manpower Information System briefing charts. (Copy in BLDS Library, Book Five)
No Date		DOD Directive (Draft). DOD Quality and Productivity Improvement (Copy in BLDS Library, Book Five)
No Date	DMRD 945I	Centralized TAADS (The Army Authorization Document System), Manpower Standards and Surveys. (Copy in BLDS Library, Book Five)
No Date	DAMO-ZB	SUBJECT: Study of Proposed Modifications to Tables of Distribution and Allowances (TDA) Manpower Management Associated with Managing Civilians to Budget (MCB). (Copy in BLDS Library, Book Six B)
No Date	MOFI-STD Memo	SUBJ: Briefing on Air Force Manpower and Personnel Interface. (Copy in BLDS Library, Book Six B)
No Date		MCB in AMC. (Copy in BLDS Library, Book Nine B)

No Date	MCB GOSESC Proposals and DCSOPS Positions on Each. Enclosure 1 to DAMO-ZB Memo. SUBJ: Study of Proposed Modifications to Tables of Distribution and Allowances (TDA) Manpower Management Associated with Managing Civilians to Budget (MCB), q.v. (Copy with BLD Study Group)
No Date	USAFISA Concept Briefing. (Copy with BLD Study Group)
No Date	USAFISA Overview Briefing. (Copy in BLDS Library, Book Nine B)
No Date	Air Force Manpower Briefing to the Joint Manpower Review Group.
No Date	Headquarters, Civilian Personnel Directive. SUBJ: PALACE Compete, The Air Force Project to Manage Human Resources to Budget Memorandum of Understanding.
No Date	Beyond the TQM Mystique. Real-World Perspectives on Total Quality Management. (Copy in BLDS Library, Book 5)
No Date	V Corps/USAREUR Manpower Information System. Users Guide. (Copy in BLDS Library, Book 11)
No Date	DCS Programs and Resources. Directorate of Manpower and Organization. Resources Division. Colonel Richard J. Cervi - Chief. (Copy in BLDS Library, Book Nine B)

APPENDIX D:
ABBREVIATIONS, ACRONYMS, and DEFINITIONS
occurring in
BILLET LEVEL DOCUMENTATION

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AAA	United States Army Audit Agency (AR 310-50)
AAE	Army Acquisition Executive: the Under Secretary of the Army. (AR 1-1 DRAFT)
AAF	Army availability factor (AR 570-5)
AAO	authorized acquisition objective (AR 310-50); Army acquisition objective: the quantity of equipment or ammunition required to equip the approved Army forces and sustain those forces, together with specified allied forces in wartime from D-day through the period prescribed, and at the support level directed, in the latest OSD Defense Guidance (AR 71-14 DRAFT).
AAP	Affirmative Action Plan (DAPE-CPM Memo, 15 Oct 90)
AASA	Administrative Assistant to the Secretary of the Army (AR 1-1 DRAFT)
ABE	Army Budget Estimates (AR 1-1 DRAFT)

ABES	Army Budget Estimate Submission (?)
ABO	Army Budget Office (CMOD)
ABS	Army Budget Submission (?)
ACC	Army Component Commands (AR 1-1 DRAFT)
ACDB	Army Corporate Data Base (TAADS-R FD)
ACE	Assistant Chief of Engineers (AR 1-1 DRAFT)
ACES	Army Continuing Education Systems (AR 71-14 DRAFT)
ACF	Access Control Facility (TAADS-R FD)
ACFT	Aircraft Procurement, Army (appropriation) (AR 1-1 DRAFT)
ACIA	Aviation Career Incentive Act (AR 570-4)
ACIP	Aviation Career Incentive Pay (AR 570-4)
ACPERS	Army Civilian Personnel System (TAADS-R FD): an automated mechanism for efficient management and administration of civilian personnel functions. A position-driven system. Replaces SCIPMIS, q.v.
ACS	Asset Control System (BLDS Per); asset control subsystem (AR 310-50); Army Community Service (AR 310-50). The Asset Control System is a MACOM MIS that provides equipment authorization, asset visibility and catalog dat to the MACOM staff. Interfaces with TAADS. Updated monthly with VTAADS equipment authorization data. See SPBS. (BLDS Per)

activity/installation
: For purposes of MCB, the organization, together with its personnel and equipment which (1) serves as an operating entity under direct control of HQDA or a MACOM headquarters, (2) performs a formally recognized mission and function, and (3) is headed by a commander. (DAPE-CPM Memo, 15 Oct 90)

ACTCO
: action code (SAMAS)

ACTS
: Army Criteria Tracking System: potential interface with TAADS. (BLDS Per)

AD
: Authorizations Documentation (TAADS-R FD)

ADB
: AMSCO Database: maintained at OCA

ADCCO
: Army deployment control code (SAMAS)

ADCSOPS (FD&I)
: Assistant Deputy Chief of Staff for Operations and Plans (Force Development and Integration). (DA Pam 5-XX)

administrative change
: a nonsubstantive change to an authorization document where the change does not require creation of a new document (AR 310-49, TAADS)

ADP
: automatic data processing (AR 310-50)

ADS
: automated data system (TAADS-R FD)

ADSM
: automated data system manual (TAADS-R FD)

ADSS
: Army Decision Support System: potential interface with TAADS. (BLDS Per)

AEP	Affirmative Employment Program (DAPE-CPM Memo, 15 Oct 90)
AERB	Army Educational Requirements Board (AR 71-14 DRAFT)
AF	allowance factor (AR 570-5)
AFD	Army functional dictionary (AR 570-5); Army Functional Dictionary (AR 570-4).
AFD(SWC)	Army functional dictionary standard work center (AR 570-5)
AFH	Army Family Housing (AR 1-1 DRAFT)
AFHC	Army Family Housing Construction. (DA Pam 5-XX)
AFHO	Army Family Housing Operation and Maintenance. (DA Pam 5-XX)
AFMEA	Air Force Management Engineering Agency: provides Air Force technical guidance and approval for manpower standards development. Located at Randolph Air Force Base, Texas.
AFMPC	Air Force Military Personnel Center (USAF)
AFR	Air Force Regulation (USAF)
AFT	Annual Financial Target: part of Army management system to replace end strength ceilings. Provided MACOMs their share of the Army budget for personnel costs.
AGR	Active Guard Reserve (AR 310-50)
AIEP	Army Ideas for Excellence Program (DAPE-CPM Memo, 15 Oct 90)

AIF Army Industrial Fund (AR 570-4)

AIS Army Information Systems (TAADS-R FD)

AISM Automated Information Systems Manual

ALA Army Logistics Assessment (TAADS-R FD)

allocated manpower
The bulk Active Army military and civilian manpower spaces by identity and category contained in the HQDA PBG to MACOMs and separate agencies. The term may also be used to describe the spaces suballocated by MACOMs and sub-MACOMs to subordinate echelons. (AR 570-4)

ALO authorized level of organization (AR 310-50): the alpha or numeric code that establishes the authorized strength and equipment level for an MTOE unit (AR 71-14 DRAFT).

allocated manpower
military and civilian manpower spaces authorized an MTOE or TDA proponent. Spaces are allocated by manpower decisions, which carry out or amend the manpower program published in the Program and Budget Guidance. (AR 310-49, TAADS)

ALRPG Army Long Range Planning Guidance (AR 1-1 DRAFT)

AMC United States Army Materiel Command (AR 310-50)

AMEDD Army Medical Department (AR 310-50)

AMHA Army Management Headquarters Activities (DAPE-CPM Memo, 15 Oct 90): organizations unique because of statutory and regulatory controls.

AMIM Army Modernization Information Memorandum (TAADS-R FD)

AMIS Army Management Information System (AR 71-14 DRAFT)

AMM Army Modernization Memorandum (AR 1-1 DRAFT)

AMMO Ammunition Procurement, Army (appropriation) (AR 1-1 DRAFT)

AMMS Acquisition Management Milestone System: potential interface with TAADS. (BLDS Per)

AMOPS Army Mobilization and Operations Planning System (AR 570-5)

AMP Army Mobilization Plan (AR 570-4)

AMS Army Management Structure (TAADS-R FD)

AMSAS Army Manpower Standards and Applications System: automates the application and maintenance of MS-3 by standardizing collection, compilation, and analysis of standards applications. (BLDS Per)

AMSCO Army Management Structure Code (AR 570-4). The official accounting code for use in classifying financial and budgetary transactions in accordance with the activities defined in AR37-100, The Army Management Structure. (DAPE-CPM Memo, 15 Oct 90)

annual financial target
The aggregate of appropriations for pay of civilian manpower in the fiscal year budget. (AR 570-4)

APA Active Pay Accounts: strength related data in CMOD. (CMOD)

APDM Amended Program Decision Memorandum (AR 71-14 DRAFT)

APE	Army program element (DA Pam 5-XX)
APEX	Automated Planning and Execution Control System (TAADS-R FD)
APGM	Army Program Guidance (AR 1-1 DRAFT)
APMAA	Army Position Management Achievement Award (DAPE-CPM Memo, 15 Oct 90)
APPGM	Army Preliminary Program Guidance (AR 1-1 DRAFT)
APS	Army Planning System (AR 1-1 DRAFT)
AOC	area of concentration: identifies an officer with a requisite area of expertise within a branch or functional area. An officer may possess (and serve in) more than one area of concentration. May also refer to a requirement. (AR 570-4)
AOP	additional operational plan (AR 570-4)
APORS	Army Performance Oriented Reviews and Standards (AR 570-4)
AR	Army regulation (AR 310-50); Army Regulation (DAPE-CPM Memo, 15 Oct 90).
ARA	assigned responsibility agency (AR 310-50)
ARNG	Army National Guard (AR 310-50)
ARPERCEN	United States Army Personnel Center (BLDS Per)
ARPRINT	Army Program for Individual Training (AR 71-14 DRAFT): A product of the Army Individual Training Requirements and

Resources System (ATRRS) showing valid training requirements and associated training programs.

ARSTAF Army Staff (at HQDA) (AR 310-50)

ARSTRUC Army Structure (AR 71-14 DRAFT)

AS Authorizations Subsystem (of FORDMIS) (TAADS-R FD)

ASA(FM) Assistant Secretary of the Army (Financial Management) (AR 310-50)

ASA(ILE) Assistant Secretary of the Army (Installations, Logistics, and Environment) (AR 1-1 DRAFT)

ASA(M&RA) Assistant Secretary of the Army (Manpower and Reserve Affairs) (AR 310-50)

ASA (RDA) Assistant Secretary of the Army (Research, Development, and Acquisition). (DA Pam 5-XX)

ASARC Army Systems Acquisition Review Council. (DA Pam 5-XX)

ASD(FM&P) Assistant Secretary of Defense (Force Management and Personnel)

ASGMT assignment (SAMAS)

ASI additional skill indentifier (AR 310-50)

ASIMS Army Standard Information Management System (TAADS-R FD)

ASIPS Army Stationing and Installation Planning System: gives location, strength, and selected equipment of Active Army forces

throughout the FYDP. TAADS provides ASIPS authorization data for the Office of the Assistant Chief of Engineers. (BLDS Per)

ASTAADS Authorization subsystem TAADS: a modified version of VTAADS maintained at HQDA to support those users that have limited functional ADP in-house capability (AR 71-14 DRAFT).

ATRRS Army Training Requirements and Resources System (AR 71-14 DRAFT)

AUGTDA augmentation table of distribution and allowances (AR 570-4)

AURS Automated Unit Reference Sheet (AR 71-14 DRAFT)

AUSTR authorized strength (generic) (SAMAS)

authorized manpower
That portion of required manpower that (a) can be supported by allocated manpower, or (b) is reflected in the authorized columns of current or projected authorization documents.

AUTODIN automatic digital network (AR 310-50)

AUTOVON automatic voice network (AR 310-50)

authorization documents
HQDA- or proponent-approved records that reflect personnel and equipment requirements and authorizations for one or more units. Examples are MTOEs, TDAs, MOBTDAs, JTAs, and JTDs. (AR 310-49, TAADS)

AUTS Automatic Update Transaction System (BLDS Per)

AUV administrative use vehicle: a vehicle used for general transport of personnel and cargo. (AR 310-49, TAADS)

AV Autovon (BLDS Per)

AWMCCIS Army Worldwide Military Command and Control Information System: potential interface with TAADS. (BLDS Per)

--B--

BA budget activity. (DA Pam 5-XX)

BAG Budget Activity Group

balanced organization
an organization designed to provide the optimum relationship between authorized personnel (number and skills) and authorized equipment necessary to accomplish its mission. (AR 310-49, TAADS)

base file The name given to PROBE data base positions at the control-file level of detail as the data base makes the transition from the President's budget position to the starting point for the next POM. Base file 1 is the President's budget. Base file 2 drops 2-years of old data and adds the next 2 year of the new POM. Base file 3 is HQDA rolls and splits. Base file 4 is MRIS and repricing updates. (DA Pam 5-XX)

baseline The historical data against which activity performance is compared. A specific baseline is prescribed for each measure in the MCB evaluation model. (DAPE-CPM Memo, 15 Oct 90)

base operations (BASOPS)
An aggregation of functional activities for operating and maintaining Army posts, camps, and stations and for providing installation type support. Operation and maintenance appropriations fund these activities. For the Active Army, they are funded by operation and maintenance, Army (OMA). Within

OMA, activities are identified and managed by lettered accounts A through H, N and P through Z under Army program 12. (DA Pam 5-XX)

BASOPS base operations (DA Pam 5-XX); Base Operating Information System (AR 310-50).

batch analysis report
an ADP-generated report in which one or more current documents are compared to one or more proposed documents to identify personnel and equipment differences. (AR 310-49, TAADS)

BDP Battlefield Development Plan (AR 1-1 DRAFT)

BES Budget Estimates Submission (AR 71-14 DRAFT); based on CPLAN and CBE finally accepted submissions. Sent to OSD in September and reviewed at OSD and OMB in October and November.

best seller A highly visible issue or item that is known or perceived to have top-level endorsement. (DA Pam 5-XX)

BF base file (PROBE). (DA Pam 5-XX)

BFMA battlefield mission area (AR 1-1 DRAFT)

bill payer A specific program that may be reduced or canceled to provide resources for another program. Alternatively, a resource manager or appropriation. (DA Pam 5-XX)

billet (or position)
a programmed space typically defined by grade and occupation and associated with a specific unit or organization (DODI 7730.64)

billet level detail

BIP Budget Increment Package. (DA Pam 5-XX)

BLIN Budget Line Number. (DA Pam 5-XX)

BMDS Base Manpower Data System (USAF)

BMG Budget Manpower Guidance

BMIS Budget Management Information System (?): holds budget $ values

BMM borrowed military manpower (AR 310-50). The use of military manpower from an MTOE unit to perform duties within a TDA activity where a MACOM-approved manpower requirement exists but for which no manpower space has been authorized. Additionally, borrowed military manpower may be employed in those cases where spaces have been authorized, but the positions are vacant.

bogey (bogy)
An estimate of quantity used pending development of additional detail. Often used in quantifying a proposed decrement when specific detail for the decrement is not defined. (DA Pam 5-XX)

BOIP basis-of-issue plan (AR 310-50); Basis of Issue Plan (AR 570-4). An automated system used to record, maintain and retrieve personnel and equipment data required to plan the procurement and distribution of equipment end items prior to entry into formal Army authorization documents. TAADS provides TDA data for the TRADOC BOIP file. (BLDS Per)

BOSMM Base Operations Support Manpower Model: uses TAADS data to create a manpower model to estimate base operations support manpower requirements. (BLDS Per)

bow-wave The change in a trend line that reflects a sudden increase and then a return to normal. Usually associated with outyear procurement of new equipment. (DA Pam 5-XX)

BPI bits per inch (TAADS-R FD)

BPRR Budget Program Resources Review (DAPE-CPM Memo, 15 Oct 90)

BPS bits per second (TAADS-R FD)

BRAC Base Realignment and Closure

broken MDEP
A Management Decision Package (MDEP) missing a key resource needed to execute the MDEP. (DA Pam 5-XX)

BSC binary synchronous communications (TAADS-R FD); billet sequence code (Navy)

BTOE base table of organization and equipment (TAADS-R FD)

budget authority
For purposes of MCB, the authority to exercise a specified level of control over actions affecting the civilian payroll expenditures for a specified work center during a specified period. At a minimum, such actions will include authority to approve or disapprove SF-52s, verify funds on SF-52s, approve overtime, and approve or disapprove changes to the work center organization structure. Budget authority requires the supervisor to formulate an annual CPP estimate for the work center(s), to monitor execution, and take corrective action as necessary to keep personnel expenditures within the approved, funded CPP. (DAPE-CPM Memo, 15 Oct 90)

buy-back When a proponent trades its own resources for a previously funded issue that becomes unfunded because of program or priority adjustment. (DA Pam 5-XX)

BY budget year (AR 1-1 DRAFT)

--C--

C-2 record An automated format used by MDEP POCs to code information for entry into the PROBE control file. Shows manpower end strength by actual number and total obligational authority in thousands of dollars by appropriation. Specifies the Army FYDP program or subprogram and major commands or operating agency receiving the resources. (DA Pam 5-XX)

CA Commercial Activities (DAPE-CPM Memo, 15 Oct 90); commercial activities (AR 310-50).

CAA Concepts Analysis Agency (AR 310-50)

CAAS Contracted Advisory and Assistance Services (BLDS Per)

CAC Combined Arms Center (AR 310-50)

CANG Chief, Army National Guard. (DA Pam 5-XX)

cap resource ceiling (DA Pam 5-XX)

CAR Chief, Army Reserve (AR 310-50)

CARSS Combat Arms Regimental System (SAMAS)

CARSTATS Consolidated Army Reserve Statistical Reporting System: subsystem of RSTRENGTH that receives data from TAADS and prepares it for use in RSTRENGTH. (BLDS Per)

category	The designation of positions as military or civilian. Each category is further divided into identities, q.v. (AR 570-4)
CBE	Command Budget Estimate (AR 310-50)
CBO	Congressional Budget Office (AR 1-1 DRAFT)
CBRS	Concept Based Requirements System: potential interface with TAADS. (BLDS Per)
CBS-X	Continuing Balance System -- Expanded: potential interface with TAADS. (BLDS Per)
CC	Chief of Chaplains (AR 1-1 DRAFT)
CCH	Chief of Chaplains (AR 310-50)
CCN	change control number (USAF)
CCNUM	command control number (AR 570-5)
CCSA	Command and Control Support Agency (TAADS-R FD)
CCD	consolidated change document: a cumulative listing of all approved changes applied to an authorization document since the last published document. (AR 310-49, TAADS)
CCT	Consolidated Change Table
CDM	conceptual data model (TAADS-R FD)
CEAC	Cost and Economic Analysis Center. (DA Pam 5-XX)
CEE	civilian employment estimate

CELP	Civilian Employment Level Plan: plan from MACOMs to assist in determining Army end strength levels by projecting employment levels by month in response to the AFT, q.v. Currently called the CEP, q.v.
CENDOC	centralized documentation (AR 71-14 DRAFT); HQDA concept that has recently been favorably endorsed by the Deputy Secretary of Defense. HQDA is transitioning to a CENDOC system under which USAFISA will prepare draft MTOE and TDA based on latest DA guidance and coordinate them with MACOMs prior to final HQDA approval. (AR 71-14 DRAFT)
CEP	Civilian Employment Plan. A projection of civilian employment throughout the fiscal year, it is not an employment ceiling or a control. It is a projection that may be adjusted either up or down at any time in the fiscal year as situation warrant. CEP fulfills HQDA responsibility to track projected civilian employment, to provide execution data, and to answer OSD and Congressional queries on strength fluctuations. (DAPE-CPM Memo, 15 Oct 90). Formerly the CELP, q.v.
CFR	Code of Federal Regulations
CG	commanding general (AR 310-50); Consolidated Guidance (AR 71-14 DRAFT).
CGC	command grade ceiling (AR 570-4)
CHRMS	Civilian Human Resource Management System (USAF)
CIAR	Conversion Impact Analysis Report (TAADS-R FD); conversion impact analysis report: ADP-generated output based upon the latest edit file tape. Report identifies certain TAADS data elements (MOS, LIN, AMS codes) that have been or will be deleted, combined, expanded, or converted. (AR 310-49, TAADS)

CIC Controlled Item Code (AR 71-14 DRAFT); needed for items of equipment requiring HQDA approval for inclusion in TAADS documents. Also in AR 71-14: Content Indicator Code.

CICS Customer Information Control System (TAADS-R FD)

CINC Commander in Chief (of a unified or specified command) (AR310-50)

CIVCOST Civilian Cost: Air Force model that helps managers evaluate alternative staffing strategies. (PSOG-203)

CIVFORS Civilian Forecasting System (BLDS Per)

civilian employment estimate
authorized program/budget strengths (CMOD)

CIVPERSINS
Civilian Personnel Information System (AR 570-4)

CLCD Contemporary Life Cycle Development (TAADS-R FD)

CLL Chief, Legislative Liaison (AR 1-1 DRAFT)

CMDS Command Manpower Data System (USAF)

CMETS Command Management Engineering Teams: Air Force technicians at various bases who are responsible for developing and applying standards.

CMOD Civilian Manpower Obligations Data: an automated reporting system that provides the Army Budget Office (ABO) data required to determine the actual costs of civilian manpower based on execution experience. (CMOD Pamphlet)

CMORE DSS
: Civilian Manpower Obligations Resources Decision Support System (CMOD); a SAFM costing system (BLDS Per).

CNGB
: Chief, National Guard Bureau (AR 310-50)

COA
: Comptroller of the Army (DA Pam 5-XX)

COB
: command operating budget (AR 310-50); Command Operating Budget (DAPE-CPM Memo, 15 Oct 90).

COBOL
: Common Business Oriented Language (TAADS-R FD)

COBRA
: Corps of Engineers Operating Budget Resource Analysis (BLDS Per)

COE
: Chief of Engineers (AR 310-50)

color of dollars
: the appropriation to which total obligation authority (TOA) dollars are tied (DA Pam 5-XX)

comm
: communications (AR 310-50)

COMM
: Department of Commerce (AR 310-50); commercial (BLDS Per).

COMPO
: component (BLDS Per); composition

composite unit
: an MTOE unit composed entirely of cells or teams from cellular TOE in the 500 and 600 series. (AR 310-49, TAADS)

constant dollars
: uninflated dollars based on a specific year (DA Pam 5-XX)

controlled equipment
: military or commercial materiel which, because of its funding, high cost, or other selected criteria, is managed through centralized requirements and authorizations approval. (AR 310-49, TAADS)

control file
: The PPBES Data Management System (PROBE) file that contains 8 years of programing and budgeting data at the program/subprogram level of detail. This summary file is used to create the Program Objective Memorandum (POM). (DA Pam 5-XX)

CONUS
: continental United States (AR 310-50)

CONUSA
: the numbered armies in the continental United States (AR 310-50)

COOP
: Continuity of Operation Plan (AR 310-50)

CORE
: An old programming term no longer used that referred to those Program Development Increment Packages (PDIPs) that were considered "must fund" programs that were not at risk in the prioritization process.

COSC
: civilian occupational specialty code (AR 71-14 DRAFT): applies to career series of civilian personnel; determined by OPM classification standards (AR 71-14 DRAFT).

Council of Colonels
: An informal subcommittee of the Program and Budget Committee (PBC). Its members consist of colonels or civilian equivalent. (DA Pam 5-XX)

CPA
: Chief of Public Affairs, Chairman's Program Assistant (AR 1-1 DRAFT)

CPC
: civilian pay ceiling. Now Civilian Pay Plan, q.v.

CPG	Contingency Planning Guidance (AR 1-1 DRAFT)
CPLAN	Command Plan (TAADS-R FD); MACOM or agency troop list, by unit, representing the current and projected force structure. Submitted twice annually. (AR 71-14 DRAFT).
CPMOS	career progression MOS (AR 570-4)
CPMP	Civilian Personnel Management Project: chartered by the CSA in April 1986.
CPO	civilian personnel office (AR 310-50); Civilian Personnel Office(r) (DAPE-CPM Memo, 15 Oct 90).
CPP	Civilian Pay Plan. An administrative limitation on expenditures for civilian personnel resources (base salary, benefits, overtime, premium pay and awards). The CPP includes: EOR 1100, Civilian Pay Full Time Permanent; EOR 1200, Civilian Benefits Full Time Permanent; EOR 1300, Benefits for Former Employees; EOR 1400, Civilian Pay Full Time Temporary; EOR 1500, Civilian Benefits Full Time Temporary; EOR 1600, Civilian Pay part Time and Intermittent; EOR 1700, Civilian Benefits Part Time and Intermittent; and EOR 2800, Contract Personnel Indirect Hire Foreign National. (DAPE-CPM Memo, 15 Oct 90)
CPU	central processing unit (AR 310-50)
CRRC	Construction Requirements Review Committee (AR 1-1 DRAFT)
CRT	cathode ray tube (AR 310-50)
CS	combat support (AR 310-50)
CSA	Chief of Staff, U.S. Army (AR 310-50)
CSR	Chief of Staff Regulation (DA Pam 5-XX)

CSRGS	combat to support ratio global (SAMAS)
CSS	combat service support (AR 310-50)
CTA	common table of allowances (AR 310-50): the approved basis of issue of common items of equipment required Army-wide (AR 71-14 DRAFT).
CTED	U.S. Army Civilian Training, Education, and Development (AR 570-4)
CTU	consolidated TOE update (TAADS-R FD); Consolidated TOE Update (AR 570-4). A cumulative listing of all approved changes applied to an authorization document since the last time that document was published. (AR 570-4)
C-Type	civilian type: data element in many personnel databases that specifies type of hire: direct hire for foreign national; direct hire, U.S.; indirect hire, etc. (DODI 7730.64)
CTYPE	Civilian Type: an aggregation of civilian manpower based on pay plan. CTYPE 101 is graded U.S. Citizen, 102 is Wage Grade U.S. Citizen, 121 is Senior Executive Service. Specific CTYPES are identified by the 4th position of the Element of Resource (EOR) code. (CMOD)

--D--

DA	Department of the Army (AR 310-50)
DAB	Director of the Army Budget (AR 310-50): Deputy Assistant Secretary of the Army for Army Budget, Defense Acquisition Board (AR 1-1 DRAFT)
DAE	Defense Acquisition Executive (AR 1-1 DRAFT)

DAIG	Department of the Army Inspector General (BLDS Per)
DAMH	Department of the Army Military History (AR 71-14 DRAFT)
DAMPL	Department of the Army Master Priority List (AR 310-50)
DARNG	Director of Army National Guard (AR 1-1 DRAFT)
DAS	Director of the Army Staff (DA Pam 5-XX)
DASD	direct access storage device (TAADS-R FD)
data call	Specific instructions and time tables for updating the data base. (DA Pam 5-XX)
DBMS	database management system (TAADS-R FD)
DBOF	Defense Business Operations Funds (SOW)
DCIMI	DOD Council on Integrity and Management Improvement
DCP	Directorate of Civilian Personnel (AR 310-50)
DCPC	Direct Combat Probability Code (AR 570-4)
DCR	Document Control Report (TAADS-R FD)
DCS	Document Control Sheet (AR 71-14 DRAFT)
DCSINT	Deputy Chief of Staff for Intelligence (AR 71-14 DRAFT)
DCSLOG	Deputy Chief of Staff for Logistics (DA Pam 5-XX)
DCSOPS	Deputy Chief of Staff for Operations and Plans (DA Pam 5-XX)

DCSPER	Deputy Chief of Staff for Personnel (AR 310-50)
DCSRM	Deputy Chief of Staff for Resource Management (AR 310-50)
DDN	Defense Data Network (TAADS-R FD)
delta	an increment of change. (DA Pam 5-XX)
DEPSECDEF	Deputy Secretary of Defence (DA Pam 5-XX)
DES	Director of Executive Services (AR 570-4)
DESCOM	United States Army Depot System Command (TAADS-R FD)
design case	The initial force structure designed to meet guidance. Used in the Total Army Analysis process, it is prepared by DCSOPS and Concepts Analysis Agency. (DA Pam 5-XX)
detail file	The PROBE file that contains the 8 years of programming and budgeting data at the program element level of detail. This detail file is used to prepare the Five Year Defence Program (FYDP) for transmittal to the Office of the Secretary of Defense (OSD). (DA Pam 5-XX)
DF	deviation factor (AR 570-5)
DG	Defense Guidance (AR 71-14 DRAFT)
DGM	Defense Guidance Memorandum (AR 310-50)
DHFN	direct hire, foreign national (AR 570-4)
DHUS	direct hire, United States (AR 570-4)

DISC4 Director of Information Systems for Command, Control, Communications, and Computers (AR 71-14 DRAFT)

disestablish
a TAADS processing action that removes an MTOE or TDA document from the system. This action differs from inactivation and discontinuance actions that remove a unit from the system. (AR 310-49, TAADS)

distribution control report
ADP-generated listing of all document transactions contained in magnetic tapes exchanged between HQDA and the proponent. (AR 310-49, TAADS)

DLA Defense Logistics Agency (AR 310-50)

DLOGS Division Logistics System (AR 71-14 DRAFT)

DM Director of Management (AR 1-1 DRAFT)

DMDC Defense Manpower Data Center (DODI 7730.64): custodian of all automated extracts of manpower records.

DMO directed military overstrength: military manpower placed against HQDA-directed high priority requirements for which no authorized manpower is budgeted or documented in TAADS. (AR 570-4)

DMOS duty military occupational specialty (AR 310-50)

DMR Defense Management Report [Memo for ASA (M&RA), 4 Jun 90]: ". . . various Defense Management Report initiatives.": Defense Management Review (AR 1-1 DRAFT)

DMRD Defense Management Report Decision (BLDS Per)

DMRR	Defense Manpower Requirements Report: SECDEF report submitted to Congress not later than February 15 of each fiscal year. It recommends the annual active duty end strength for each component of the Armed Forces for the next fiscal year and the annual civilian personnel end strength.
DOCMOD	documentation modernization (AR 570-4)
DOD	Department of Defense (AR 310-50)
DODD	Department of Defense Directive (BLDS Per)
DODI	Department of Defense Instruction (BLDS Per)
DODM	Department of Defense Manual (BLDS Per)
DON	Department of the Navy (US Navy)
DPAE	Director, Program Analysis and Evaluation (Office, Chief of Staff, U.S. Army) (DA Pam 5-XX)
DPG	Defense Planning Guidance (AR 1-1 DRAFT)
DPL	document processing log: report in which audit data are recorded that reflect the flow of documents through processing procedures. (AR 310-49, TAADS)
DPMNT	deployment area (SAMAS)
DPPC	Defense Planning and Programming Category (AR 570-4)
DPRG	Defense Planning and Resources Board (AR 1-1 DRAFT)
DRB	Defence Resources Board (DA Pam 5-XX)
DRD	Decision Resource Database (TAADS-R FD)

DRIS Defense Regional Interservice Support (AR 570-4)

driver The key element, factor, or item that sets the pace for, or guides, related undertakings. (DA Pam 5-XX)

DRM Directorate of Resource Management (AR 5-3)

DSMA Decision System Management Agency (TAADS-R FD)

DSS Decision Support System (BLDS Per)

DU decision unit (DA Pam 5-XX)

--E--

eaches Specific equipment items as opposed to a block of estimated dollars of total obligational authority. Alternatively, the exact number of individuals when referring to manpower. (DA Pam 5-XX)

EARA Equipment Authorizations Review Agency. See USAEARA.

ECAC Electromagnetic Compatibility Analysis Center (AR 310-50). ECAC receives data on selected line item numbers for vehicles, antenna, and other equipment of interest from TAADS. (BLDS Per)

economies and efficiencies
A formal effort under which the Army Staff and major Army commands (MACOMs) examine all programs for possible efficiencies, economies, and management improvement. The purpose is to free resources for reapplication to other programs. (DA Pam 5-XX)

ECP-S Engineering Change Proposal -- Software (TAADS-R FD)

EDATE effective date (AR 570-5); 6-position numeric code that signifies the date that an authorization document becomes effective (AR 71-14 DRAFT).

edit file tapes
magnetic tapes furnished to the major commands to update the proponent master edit file. (AR 310-49, TAADS)

EEO Equal Employment Opportunity (DAPE-CPM Memo, 15 Oct 90); equal employment opportunity (AR 310-50).

EER enlisted evaluation report (AR 310-50); enlisted efficiency report (AR 570-5).

ELSEQ element sequence number (SAMAS)

EMF edit master file

end strength
number of personnel on the rolls as of the end of the fiscal year; term no longer used because of Congressional prohibitions against civilian manpower management by end strength. (CMOD)

ENW effective net weight (AR 570-5)

EOD explosive ordnance disposal (AR 310-50)

EOM end of month

EOR Element of Resource. A 4-digit code for expense recording and reporting. The first two positions identify the object class; the third and fourth identify the nature/type of expenditure. (DAPE-CPM Memo, 15 Oct 90)

EPA Extended Planning Annex (to the POM) (DA Pam 5-XX)

ER	efficiency review (DODI 5010.37): basis for continued and directed efforts for productivity, performance, efficiency and effectiveness improvement. Now Operational Improvement, q.v.
ERC	Equipment Readiness Code (AR 71-14 DRAFT)
establish	TAADS processing action that adds a new document to the system; differs from activation or organization that adds a new unit to the system. (AR 310-49, TAADS)
EXCOM	DOD Executive Committee (AR 1-1 DRAFT)

--F--

F	fixed (AR 570-5)
F/SA LRP	functional/special area long range plans (AR 1-1 DRAFT)
FAD	Funding Authorization Document (AR 310-50)
FAEMIS	Financial Accounting Execution Management Information System (CMOD)
FAO	foreign area officer (AR 310-50); finance and accounting office(r) (AR 310-50).
FAP II	Force Alignment Plan II (AR 570-4)
FAS	Force Accounting System (BLDS Per). Automated management information system designed to facilitate the recording, maintenance, and retrieval of data necessary for force structuring, force planning, and accounting of all units of the active Army, reserve and unmanned components. It maintains Army troop lists for all existing, officially programmed, and planned units in the

army force structure for the current year, budget year, and the five program years. The Army Master Force resides and is maintained in the FAS and is the force that drives authorization documentation in TAADS-R. (TAADS-R FD)

fast track

Method used at FORSCOM to accelerate the standards development process, but without use of work measurements techniques. (AAA 91-204)

FB Force Builder: a decision support system linked to the PPBES intended to produce a formal Army force development plan. (BLDS Per)

FD Functional Description (TAADS-R FD)

FDMIS Force Development Management Information System (BLDS Per)

FDSA Force Development Support Agency. See USAFDSA.

fence Reservation of resources for specific programs. Resources can only be expended for the intended purpose. (DA Pam 5-XX)

FEPCA Federal Employees Pay Comparability Act

FI Force Integrator (AR 71-14 DRAFT)

FIA Force Integration Analysis (AR 71-14 DRAFT)

FIN-REP Final Report Manpower Staffing Standards Study (AR 570-5)

fine tune Make minor adjustments to properly reflect program. (DA Pam 5-XX)

FISA Force Integration Support Agency. See USAFISA.

FJF	Federal Junior Fellowship (DAPE-CPM Memo, 15 Oct 90)
FLMDEP	Fielding MDEP (Management Decision Package) for weapon systems. (DA Pam 5-XX)
floor	A funding level below which a program may not be funded (DA Pam 5-XX)
FLSA	Fair Labor Standards Act (DAPE-CPM Memo, 15 Oct 90)
FMETS	Functional Management Engineering Teams: Air Force teams that provide technical guidance and approval for standards development and maintenance.
FMMP	Force Modernization Master Plan. Supports integration of all modernized systems into a total package. Single source statement of the goals and objectives of the Army's modernization effort describing the distribution of Army Modernization Information Memorandum systems at UICOD level of detail for all program years. This distribution guidance is published via TAEDP FMMP magnetic tape. (TAADS-R FD)
FMS	foreign military sales (DA Pam 5-XX)
FMTB	FORSCOM Mobilization Troop Base (AR 71-14 DRAFT)
FMTBSP	FORSCOM Mobilization Troop Base Stationing Plan (AR 71-14 DRAFT)
FOA	field operating agency (AR 310-50): a field operating agency is under the supervision of HQDA, but not a MACOM or part of a MACOM, and has the primary mission of executing policy. Also, field operating activity: a field operating activity is an organization that has the primary mission of executing policy and would still be required in the absence of the headquarters to which it reports (AR 71-14 DRAFT).

FOIA Freedom of Information Act (AR 310-50)

force vector Direction and magnitude of the qualitative and quantitative improvement of the fighting force over time. Shown graphically. (DA Pam 5-XX)

FORCO force code (SAMAS)

FORDIMS Force Development Integrated Management System (BLDS Per)

FORDIMS AS
Force Development Integrated Management System Authorization Subsystem (BLDS Per)

FORMDEPS
FORSCOM Mobilization and Deployment System: potential interface with TAADS. (BLDS Per)

FORMIS Forces, Readiness, and Manpower Information System: a PC-based total force management tool at Defense Manpower Data Center. See FORMIS briefing charts.

FORSCOM United States Army Forces Command (AR 310-50)

FORTRAN Formula Translation (TAADS-R FD)

FP functional proponent (TAADS-R FD)

FPS Facility Planning System: potential interface with TAADS. (BLDS Per)

FSA force structure allowance; family separation allowance (AR 310-50)

FSD force structure deviation (USAF)

FSMDEP Sustaining MDEP (Management Decision Package) for weapon systems (DA Pam 5-XX)

FSP force structure programs (AR 71-14 DRAFT)

FSS Force Stratification System

FTE full time employee(s) (PSOG-203); full-time equivalent (BLDS Per).

FTP full-time permanent (BLDS Per)

FTS Full Time Support (AR 71-14 DRAFT)

functional modeling
Method used at AMC to accelerate the standards development process, but without use of work measurements techniques. (AAA 91-204)

FWS Federal Wage System (AR 71-14 DRAFT)

FY fiscal year (AR 310-50)

FYDP Five Year Defense Program (BLDS Per); Future Year Defense Program.

--G--

G power generated (AR 570-5)

gainsharing
Process where employees share in savings brought about through self-initiated improvements. (PSOG-203)

GAO General Accounting Office (AR 310-50)

GED	general education development (AR 310-50)
GFOAR	CJCS Global Family of OPLANs Assessment Report (AR 1-1 DRAFT)
GOCO	Government-owned, contractor operated (AR 310-50)
gold watch	A program often proposed as a bill-payer knowing full well leadership will not accept it as a tradeoff. (DA Pam 5-XX)
GOSC	general officer steering committee
GOSESC	general officer/senior executive steering committee
GOWG	general officer working Group
GPV	General Purpose Vehicle (AR 71-14 DRAFT)
grab bag	An issue or MDEP that includes numerous unrelated issues. (DA Pam 5-XX)
GS	General Schedule (AR 310-50)
GSA	General Services Administration (AR 310-50)
GSF	General Support Forces (AR 310-50)

--H--

HAC	House Appropriations Committee
HAFMDS	Headquarters, Air Force Manpower Data System (USAF)
HASC	House Armed Services Committee

HBC House Budget Committee (AR 1-1 DRAFT)

hi-tech advanced technology (DA Pam 5-XX)

hit A reduction or change to a program, usually in terms of dollars. (DA Pam 5-XX)

HNS host nation support (AR 310-50)

horse blanket
an all-encompasing spread sheet (DA Pam 5-XX)

HQ headquarters (AR 310-50)

HQDA Headquarters, Department of the Army (TAADS-R FD)

HQDA DSS
HQDA Decision Support System. Projects the strength of the Army for specified force structures. (BLDS Per)

HQDA TAADS See ASTAADS.

HRI human resources inventory: established and maintained by each PALACE Compete, q.v., activity.

HRB human resources budget

HRM Human Resource Management. See White Paper, SUBJ: Army Human Resource Management.

HSC United States Army Health Services Command (AR 310-50)

--I--

IAC Incentive Awards Committee (DAPE-CPM Memo, 15 Oct 90)

IAR	input analysis report: ADP-generated report that lists the current and proposed changes to a document in a double line entry. (AR 310-49, TAADS)
IBM	International Business Machine (TAADS-R FD)
ICF	Installation Code File (AR 71-14 DRAFT); installation confinement facility (AR 310-50).
ICP	Incremental Change Package (TAADS-R FD); input change package: the input required for effecting a change to an authorization document (AR 71-14 DRAFT).
ID	Identification (TAADS-R FD)
identity	designation of personnel positions as officer, warrant officer, and enlisted for military; and direct hire U.S. citizen, direct hire for foreign national, and indirect hire for civilians. (AR 570-4)
IG	inspector general (AR 310-50)
ILO	in lieu of (AR 71-14 DRAFT)
IMA	Individual Mobilization Augmentee (AR 71-14 DRAFT)
IMC	Internal Management Control
IMF	Interface Message Processor (TAADS-R FD); Information Management Plan (AR 71-14 DRAFT); Integrated Manpower Program: provides budget strength and workyear data to CMORE, q.v. (BLDS Per).
indirect hire	Personnel not hired or administered directly by the Department of the Army, but who furnish support to the Department of the Army

pursuant to contracts, agreements, or other arrangements with foreign governments. (AR 570-4)

individual accounts
Military personnel not included in the operating strength, consisting of the following: (a) trainees, transients, holdees (prisoners, patients, persons in permanent change of station, and persons pending separation), and students, and (b) cadets. (AR 570-4)

INSCOM United States Army Intelligence and Security Command (AR 310-50)

ins/outs exercise
Program building by a staff agency or panel by rank ordering issues, then making substitutions for individual issues. (DA Pam 5-XX)

instl installation (AR 310-50)

IOB internal operating budget and Installation Operating Budget (DAPE-CPM Memo, 15 Oct 90); installation operating budget (AR 310-50). The primary tool at the installation/activity level for distribution of operating dollars to individual supervisors.

IPL integrated priority list (AR 1-1 DRAFT)

IPR in process review (DA Pam 5-XX)

IPSP Intelligence Priorities for Strategic Planning (AR 1-1 DRAFT)

IRA independent reporting activities and Independent Reporting Activity. An activity with no intervening MACOM or MSC. The IRA commander reports directly to an element of HQDA. (DAPE-CPM Memo, 15 Oct 90)

IRR	Individual Ready Reserve (AR 310-50)
ISA	intra/interservice support agreement (AR 570-4); interservice support agreement (AR 310-50).
ISC	intelligence subject code (AR 310-50); Information Systems Command (AR 71-14 DRAFT).
ITAADS	Installation The Army Authorization Documents System (AR 570-5): an extension of VTAADS down to subordinate installations designated by a MACOM (AR 570-4).
ITOE	intermediate table of organization and equipment (TAADS-R FD)

--J--

JAG	Judge Advocate General (AR 71-14 DRAFT)
JCS	Joint Chiefs of Staff (AR 310-50)
JES	Job Entry Subsystem (TAADS-R FD)
JIRSG	Joint Interservice Retail Study Group (AR 570-5)
JMP	Joint Manpower Program (AR 71-14 DRAFT)
JOPES	Joint Operation Planning and Execution System: potential interface with TAADS. (BLDS Per)
JOPS	Joint Operation Planning System: potential interface with TAADS. (BLDS Per)
JRS	joint reporting structure (AR 310-50)
JSCP	Joint Strategic Capabilities Plan (AR 1-1 DRAFT)

JSPD Joint Strategic Planning Document (DA Pam 5-XX)

JSPS Joint Strategic Planning System: potential interface with TAADS. (BLDS Per)

JSR Joint Strategy Review (AR 1-1 DRAFT)

JTA joint table of allowances (AR 310-50): document that authorizes equipment for activities operated by two or more military services. (AR 310-49, TAADS)

JTD joint table(s) of distribution (AR 310-50): document that authorizes personnel for activities operated jointly by two or more military services. (AR 310-49, TAADS)

justification
explanation of the situation and circumstances that require personnel changes.

JWP Joint Working Plan (TAADS-R FD)

--K--

KSA knowledge, skills, and abilities

--L--

LCL lower control limit (AR 570-5)

LDM Logical Data Model (TAADS-R FD); Logical Database Model (TAADS-R FD). [sic]

LIC Language Identification Code (AR 71-14 DRAFT); language identification code (AR 570-4); Language Identifier Code (BLDS Per).

LIN — line item number (AR 310-50): 6-character alphanumeric identification of a generic nomenclature and of the line on which the generic nomenclature is listed in SB 700-20, the Army Master Data File, and Army authorization documents. (AR 310-49, TAADS)

LIN File — Common name for the SB 700-20 Master File, which contains all generic and national stock number records and other equipment-related data on magnetic tape. (BLDS Per)

L/MER — Labor/Management-Employee Relations (DAPE-CPM Memo, 15 Oct 90)

LOCO — location code (SAMAS)

LOI — letter of instruction (AR 310-50)

LOG assessment — Annual review and analysis by DCSLOG of the Army logistic program. (DA Pam 5-XX)

LOGSACS — Logistics Structure and Composition System (AR 71-14 DRAFT): Network of computer programs supporting the DCSLOG. Uses TAADS, FAS, and BOIP data to compute requirements for the current, budget, and five POM years. (BLDS Per)

LPRC — Language Proficiency Requirements Code (AR 71-14 DRAFT)

LRAMP — Long Range Army Material Requirements Plan (AR 1-1 DRAFT)

LRP — long range plan (AR 1-1 DRAFT)

LRRDAP — Long Range Research, Development, and Acquisition Plan (DA Pam 5-XX)

LTOE — Living Table of Organization and Equipment (AR 71-14 DRAFT)

--M--

M master (in PROBE M record) (DA Pam 5-XX)

M force The approved Army master troop list. Developed through Total Army Analysis. (DA Pam 5-XX)

M-Force Master Force: created by AUTS, q.v. for use in SACS, q.v. The approved Army master troop list, developed through TAA, q.v. (DA Pam 5-XX)

M&S Methods and Standards: program for which DCSPER has management responsibility. (AR 570-5)

MAAG Military Assistance Advisory Group (AR 310-50)

MACOM major Army command (AR 310-50); Major Army Command (DAPE-CPM Memo, 15 Oct 90).

MACOM POM
(formerly known as Program Analysis Resource Review (AR 71-14 DRAFT))

macro level analysis
Analysis of the overall program as opposed to an examination of its component parts. (DA Pam 5-XX)

MAF manpower availability factor (AR 570-5)

MAISRC Major (over $10 M) Automated Information Systems Review Council (DA Pam 5-XX)

MAJCOM major (Air Force) command (USAF)

MANPRINT
: Manpower and Personnel Integration: an umbrella concept to identify, address, and impose human factors, personnel, system safety, manpower, training, and health hazard considerations prior to and across the entire materiel acquisition process (AR 570-4).

MARB
: Material Acquisition Review Board (AR 1-1 DRAFT)

MARC
: Manpower Requirements Criteria (AR 570-5): HQDA approved standards for determining minimum essential wartime position requirements for CS and CSS functions in TOE/MTOE. MARC are derived from a detailed study performed by the field subproponent for the various CS and CSS functions (AR 570-4).

master edit file
: ADP file maintained at the supporting DPI that monitors and validates all TAADS input. Master edit files contain the latest data elements. (AR 310-49, TAADS)

MCA
: Military Construction, Army (DA Pam 5-XX)

MCAR
: Military Construction, Army Reserve (DA-Pam 5-XX)

MCB
: Managing Civilians to Budget (DAPE-CPM Memo, 15 Oct 90)

MCC
: major command code (DODI 7730.64)

MCNG
: Military Construction, Army National Guard (appropriation) (AR 1-1 DRAFT)

MCS
: Maneuver Control System: potential interface with TAADS. (BLDS Per)

MDEP
: Management Decision Package: an accounting and manpower language data element in PPBES. It is an 8-year package of

dollars and manpower to support a given program or function. (BLDS Per)

MDS Manpower Data System (USAF)

MDW U.S. Army Military District of Washington (DA Pam 5-XX)

MEA Management Engineering Agency

MEAS-PLAN Measurement Plan of Manpower Staffing Standards Study (AR 570-5)

MEAS-REP Measurement Report of Manpower Staffing Standards Study (AR 570-5)

MEDDAC medical department activity (AR 310-50)

MENS Mission Element Need Statement (TAADS-R FD)

MEO most efficient organization (AR 570-5)

MEP Management Engineering Program: highly successful USAF program established in 1959 to manage manpower. Corollary to the Army's MS-3, q.v.

MEPP Management Efficiency Pilot Program: program at the Veteran's Administration that seeks to deregulate the management environment. (PSOG-203)

MER Manpower Estimate Report: requires detailed manpower data, Congressionally imposed (BLDS Per).

MES military essentiality code (Navy)

MILCM military community (SAMAS)

MILCON military construction (AR 1-1 DRAFT)

MIP Model Installation Program: program at OSD that sought to deregulate the management environment. (PSOG-203)

MIS management information systems (AR 310-50)

mismatch Programming inconsistency. For example: a force structure change without provision for medical support or base operations, manpower without dollars, equipment without operators, aircraft without ground support equipment. (DA Pam 5-XX)

MJR major job requirement (USAF)

MMPS Mobilization Manpower Planning System: potential interface with TAADS. (BLDS Per)

MOA Memorandum of Agreement (AR 310-50)

MOAC Memorandum of Approved Change (AR 71-14 DRAFT)

MOBAUG Mobilization Augmentation (AR 71-14 DRAFT)

MOBDATA - EUROPE
Mobilization TAADS Data - Europe. Provides troop data from TAADS for Active Army, National Guard, and Army Reserve units in, or projected to deploy to, Europe in the event of mobilization. (BLDS Per)

MOBMAN Mobilization Manpower Planning System (BLDS Per): an automated planning system used to identify both peacetime and mobilization personnel requirements over a 180-day period.

MOBPERS Mobilization Personnel Processing System: uses TAADS data to determine the IRR filler requirements for the Army's Reserve Component. (BLDS Per)

MOBREM Mobilization Base Requirements Model: generates manpower and equipment requirements to support a full mobilization scenario. (BLDS Per)

MOBREPS Mobilization Base Resource Planning System (AR 71-14 DRAFT): uses required and authorized personnel and equipment data extracted from TAADS and unit descriptive data extracted from FAS to assist in identifying mobilization requirements by functional area over time for a CONUS organization. (BLDS Per)

MOBTAADS
Mobilizations TAADS: data base with required strengths for mobilization. (BLDS Per)

MOBTDA Mobilization Table of Distribution and Allowances (AR 71-14 DRAFT): authorization document that shows the planned mobilization mission, organizational structure, and personnel and equipment requirements for units authorized under the Nondeployment Mobilization Troop Basis. (AR 310-49, TAADS)

MOC management of change (AR 570-5)

MOD Miscellaneous Obligation Documents

MOS military occupational specialty (AR 310-50)

MOSC military occupational specialty code (AR 310-50)

MOU Memorandum of Understanding (AR 310-50)

MPA Military Personnel, Army (appropriation) (AR 1-1 DRAFT)

MPPA	Mobilization Policy and Planning Assumptions (AR 71-14 DRAFT)
MPSCS	Mobilization Personnel Structure and Composition System: potential interface with TAADS. (BLDS Per)
MPTS	Manpower, Personnel, Training, and Safety (BLDS Per)
MRIS	Modernization Resource Information Submission (AR 570-4)
MS-3	Manpower Staffing Standards System (AR 570-5): A manpower requirements determination approach based on workload-driven and functionally-oriented standards (AR 570-4). Also appears as MS3, but MS-3 is the abbreviation used in AR 570-5, the title regulation for the system.
MSC	major subordinate command (AR 310-50); Major Subordinate Command (DAPE-CPM Memo, 15 Oct 90).
MS-DOS	Microsoft Disk Operating System (TAADS-R FD)
MSDS	Manpower Standard Development System: automates forms required by AR 570-5 and the recording of work measurement and data collection data. (BLDS Per)
MSLS	Military Standard Logistics System: potential interface with TAADS. (BLDS Per): Missiles Procurement, Army (appropriation) (AR 1-1 DRAFT)
MS MDEP	Automation MDEP (Management Decision Package) for information systems.
MTBSP	Mobilization Troop Basis Stationing Plan (AR 71-14 DRAFT)
MTO	midterm objective (DA Pam 5-XX)

MTOE modification table of organization and equipment (AR 310-50); modified table of organization and equipment (AR 570-5).

MTOEC MTOE code (SAMAS)

MTOE units
U.S. Army numbered unit of battalion or equivalent size; numbered company, battery, troop, platoon, detachment, or team, that is not an organic element of a battalion; and certain split units treated as parent units in TAADS. (AR 310-49, TAADS)

MTP Managing to Payroll: Navy program counterpart to MCB, q.v.

MVS/XA Mutable Virtual Storage/Extended Architecture (TAADS-R FD)

MWR morale, welfare, and recreation (AR 310-50)

--N--

NAADS New Army Authorization Documents System (BLDS Per)

NAF nonappropriated fund(s) (AR 310-50); Nonappropriated Fund (DAPE-CPM Memo, 15 Oct 90).

NATO North Atlantic Treaty Organization (AR 310-50)

NAVMEP Navy Manpower Engineering Program: Navy's umbrella manpower management program.

NCO noncommissioned officer (AR 310-50)

NCOER Noncommissioned Officer Evaluation Report (DAPE-CPM Memo, 15 Oct 90)

NCOLP Noncommissioned Officer Logistics Program (AR 570-4)

NCR	National Capital Region (AR 310-50)
NDMS	National Disaster Medical System: potential interface with TAADS. (BLDS Per)
NDMTB	Nondeployment Mobilization Troop Basis (AR 310-49, TAADS)
NGB	National Guard Bureau (AR 310-50)
NGPA	National Guard Personnel, Army (appropriation) (AR 1-1 DRAFT)
NLT	not later than (AR 310-50)
NMS	New Manning System. Army's personnel management system for military personnel.
NSN	national stock number (AR 310-50)
NT	nontransferable (AR 570-5)
NTREF	note reference (SAMAS)

--O--

O&S	Operations and Support (TAADS-R FD)
OA	operational audit (AR 570-5) operating agency (DA Pam 5-XX)
OACSFOR	Office of the Assistant Chief of Staff for Force Development (BLDS Per)
OASA(FM)	Office of the Assistant Secretary of the Army (Financial Management) (DAPE-CPM Memo, 15 Oct 90)
OASD	Office of the Assistant Secretary of Defense (BLDS Per)

OCA	Office of the Comptroller of the Army (TAADS-R FD)
OCAR	Office of the Chief, Army Reserve (AR 1-1 DRAFT)
OCOA	Office of the Comptroller of the Army (TAADS-R FD)
OCSA	Office of the Chief of Staff, US Army (AR 570-4)
ODAS	Officer Distribution and Assignment Subsytem: potential interface with TAADS. (BLDS Per)
ODCSLOG	Office of the Deputy Chief of Staff for Logistics (BLDS Per)
ODCSOPS	Office of the Deputy Chief of Staff for Operations and Plans (BLDS Per)
ODCSPER	Office of the Deputy Chief of Staff for Personnel (DAPE-CPM Memo, 15 Oct 90)
ODCSRM	Office of the Deputy Chief of Staff for Resource Management (DAPE-CPM Memo, 15 Oct 90)
OER	Officer Evaluation Report (DAPE-CPM Memo, 15 Oct 90); officer evaluation report (AR 310-50).
OERP	Organizational Efficiency Review Program (AR 570-5)
OFD	Organization Forces Data (BLDS Per)
offset lists	An array of programs or issues used to adjust the overall program during the prioritization process. (DA Pam 5-XX)
OI	Operational Improvement (DAPE-CPM Memo, 15 Oct 90); formerly Efficiency Review, q.v.. Counterpart program to CA, q.v. Encompasses review of noncontractible functions,

development of PWS, review of job descriptions, and classifications for accuracy, development of an MEO, performance of cost analysis, and transition. Organization Integrator (AR 71-14 DRAFT). Organizational Integrator (DA Pam 5-XX)

OJCS Organization of the Joint Chiefs of Staff (DA Pam 5-XX)

OJT on-the-job training (AR 310-50)

OLTDA On-Line Table of Distribution and Allowances: creates and maintains TDA authorization documents at the major command level.

OMA Operation and Maintenance, Army (AR 310-50)

OMAR Operation and Maintenance, Army Reserve (AR 310-50)

OMARNG Operation and Maintenance, Army National Guard (AR 310-50)

OMB Office of Management and Budget (AR 310-50)

OMNG Operation and Maintenance, Army National Guard (DA Pam 5-XX)

OMNIBUS Operational Readiness Analysis (BLDS Per)

on board strength
authorized actual strength controls as reported by ODCSPER (CMOD)

one-for-one conversion
data element (such as POSC, LIN, AMSCO) that have been changed directly to another code or consolidated from two or more codes into a single code. (AR 310-49, TAADS)

OOC Out of Cycle (AR 71-14 DRAFT); out-of-cycle (AR 570-4).

OORMS	Output Oriented Resource Management System: potential interface with TAADS. (BLDS Per)
OPA	Other Procurement, Army (appropriation) (AR 1-1 DRAFT)
OPALS	Officer Projection Aggregate Level System: potential interface with TAADS. (BLDS Per)
OPDIP	Operational PDIP (AR 71-14 DRAFT)
OPFAC	Operational Facility (AR 71-14 DRAFT)
OPLAN	operation plan (AR 1-1 DRAFT)
OPM	Office of Personnel Management (AR 310-50)
OPMS	Officer Personnel Management System: potential interface with TAADS. (BLDS Per)
OPTEMPO	operating tempo (AR 1-1 DRAFT)
OSA	Office of the Secretary of the Army (AR 1-1 DRAFT)
OSCMIS	Operating and Support Cost Management Information System
OSMIS	Operating and Support Management Information System: a semi-automated system to identify, collect, and disseminate historical operating and support costs for major fielded weapon and materiel systems. (BLDS Per)
OSD	Office of the Secretary of Defense (AR 310-50)
OTAG	Office of the Adjutant General (TAADS-R FD)
OTOE	objective table of organization and equipment (TAADS-R FD)

out-of-cycle Nonconforming to the timing of milestone events of the Planning, Programming, Budgeting, and Execution System (PPBES). (DA Pam 5-XX)

out-of-sync Nonconforming to guidance, practice, timing plans, and the like. (DA Pam 5-XX)

--P--

P point of contact (DA Pam 5-XX)

PA proponent agency; proponent approved; or program access (TAADS-R FD)

PAD POMCUS Authorization Documents (TAADS-R FD)

PADS POMCUS Authorization Documents System: basis for requisitioning POMCUS equipment, uses data from TAADS. (BLDS Per)

PAED Program Analysis and Evaluation Directorate (Office, Chief of Staff, U.S. Army) (DA Pam 5-XX)

PAF Personnel Authorization File (AR 71-14 DRAFT)

PALACE AGENDA
Air Force's strategic plan for civilian personnel management .

PALACE Automate
Air Force automated core document that generates a job description, performance standards, and job analysis factors.

PALACE Compete
Air Force manpower program equivalent to Army's MCB, q.v.

PAMDS Personnel Authorization Management Document System: potential interface with TAADS. (BLDS Per)

PARR Program Analysis Resource Review (DAPE-CPM Memo, 15 Oct 90); Program Assessment Review Report (AR 310-50); Program Analysis and Resource Review (AR 570-4).

PAT per accomplishment time (AR 570-5)

payroll gain sharing
An incentive plan where the activity and work center employees share mutually in validated savings in the CPP. (DAPE-CPM Memo, 15 Oct 90)

PB President's Budget

PBAC Program Budget Advisory Committee (AR 310-50)

PBAS Program Budget Accounting System: potential interface with TAADS. (BLDS Per)

PBC Program and Budget Committee (AR 1-1 DRAFT)

PBD program/budget decision (AR 310-50): Program Budget Decision (AR 1-1 DRAFT)

PBG Program Budget Guidance (AR 310-50); Program and Budget Guidance (AR 1-1 DRAFT). Document that transmits guidance and staff data regarding the availability of dollar and manpower resources. The PBG is the single authoritative source of command resource guidance. Hence, all other resource control documents are either incorporated into the PBG by reference or published under its auspices (DAPE-CPM Memo, 15 Oct 90). Issued three times a year by the Director of the Army Budget (DAB): to support the President's Budget, the POM, and the October BES (AR 71-14 DRAFT). It provides military and

civilian allocations for current budget, and all program fiscal years (AR 570-4).

P/BS — Program/Budget Subsystem (AR 570-4)

PC — personal computer (TAADS-R FD)

PCIP — Productivity Capital Investment Program

PCV — Passenger Carrying Vehicle (AR 71-14 DRAFT)

PD — position description

PDIP — Program Decision Increment Package (AR 310-50)

PDM — Program Decision Memorandum (AR 310-50)

PDM changes
Changes to the POM directed by the Program Decision Memorandum signed by the Deputy Secretary of Defence usually in early July. (DA Pam 5-XX)

PE — program element (AR 570-4)

PE detail — Programming and budgeting data defines at the program element level of detail. Used to maintain the PROBE detail file. (DA Pam 5-XX)

PEC — Program Element Code (DODI 7730.64): 9-position alphanumeric code describing the mission supported by a billet, group of billets, or unit. Basic building block of the budget and the FYDP.

PECI — Productivity Enhancing Capital Investment

PECOD — program element code. See PEC (SAMAS)

PEE	program estimating equation (AR 570-5)
PEF	program estimating factor (AR 570-5)
PEG	Program Evaluation Group (AR 1-1, Mar. 91 Draft): appropriation-based review group at HQDA staff, replaces functional panels.
PENMARS	Personnel Management Reports System: FORSCOM and TRADOC use PENMARS to produce military personnel management reports and unit organization information common to the staffs of MACOM headquarters. (BLDS Per)
PEO	program executive office (AR 1-1, Mar. 91 Draft): program executive officer (DA Pam 5-XX)
PEP	promotion evaluation pattern (USAF)
PERD	Program Execution Review Decision Memorandum (AR 1-1 DRAFT)
PERSACS	Personnel Structure and Composition System: a network of programs that extract data from FAS, TAADS, and the TOE Computational File to provide the military manpower requirements and authorizations for all Active Army and Reserve Component units for the current, budget, and five program years at the grade and MOS level of detail by UIC. (BLDS Per)
PERSCOM	personnel command (TAADS-R FD); U.S. Total Army Personnel Command (AR 570-4).
PERT	Program Evaluation and Review Technique (AR 570-5)
PF	program function (TAADS-R FD) POM file (PROBE) (DA Pam 5-XX)

PF&D personal, fatigue, and delay (AR 570-5)

PL programming language (TAADS-R FD)

planning force
A combat force used as a baseline to assess the capabilities and associated risks of the program force. Reflects the DG and takes into account the capabilities of other Services and allies. (DA Pam 5-XX)

plugged Inserted. May refer to a statement. (DA Pam 5-XX)

plus up Add to, increase (DA Pam 5-XX)

PM Project Manager (DA Pam 5-XX)

PMAD Personnel Management Authorization Document (AR 570-4)

PM&C Position Management and Classification (DAPE-CPM Memo, 15 Oct 90)

PMF position manpower factor (AR 570-5)

PMOS primary MOS (AR 570-4)

PO project officer (TAADS-R FD)

POC point of contact (AR 310-50)

POFS Professional Officer Filler System: potential interface with TAADS. (BLDS Per)

POI program(s) of instruction (AR 310-50)

POM program objective memorandum (AR 310-50)

POM file PROBE data base positions at the control-file level of detail used during the POM prioritization process. POM file 1 reflects the functional panel decisions. POM file 2 reflects PBC decisions resulting from functional review. POM file 3 reflects decisions of the Select Committee (SELCOM). POM lock reflects decisions of the Chief of Staff, Army and Secretary of the Army (CSA/SA). POM lock is the POM position. (DA Pam 5-XX)

POM grading
An analysis of the POM: assesses the impact of the POM on the ability of the Army or a command to perform its mission. (DA Pam 5-XX)

POM window
The period available for making adjustments to the POM before fiscal controls are locked. (DA Pam 5-XX)

POMCUS prepositioning of materiel configured to unit sets (AR 310-50); Prepositioned Organizational Materiel Configured to Unit Sets (TAADS-R FD)

POSC Personnel Occupational Speciality Code (AR 71-14 DRAFT); personnel occupational specialty code (AR 570-4). 5-position alphanumeric code that identifies the occupational specialty skills required to perform the principal duties of a position (AR 71-14 DRAFT).

position See billet.

position classification
The process of comparing jobs to appropriate position classification standards to determine pay category, title, occupational series code, and grade. (DAPE-CPM Memo, 15 Oct 90)

position management
: The process by which supervisors assign duties and responsibilities to positions and structure these positions for effective and economical accomplishment of the mission. (DAPE-CPM Memo, 15 Oct 90)

PP
: provisional position(s): used in Air Force PALACE Compete, q.v., to support reimbursable or unprogrammed surge work loads, temporary overhires, or deviations from established manpower standards.

PPBERS
: Program Performance and Budget Execution Review System: potential interface with TAADS. (BLDS Per)

PPBES
: planning, programming, budgeting, and execution system (AR 570-5); Planning, Programming, Budgeting, and Execution System (AR 570-4). Potential interface with TAADS. (BLDS Per)

PPBS
: planning, programming, and budgeting system (AR 310-50)

PPI
: POM Preparation Instructions (DA Pam 5-XX)

pr
: payroll (AR 310-50)

PROBE
: Program Optimization and Budget Evaluation System (BLDS Per) PPBES Data Management System. The PROBE data base serves as the official Army data base of record used to formulate the Army POM, budget estimate, and Program Budget Guidance. The acronym derives fro. a bygone project known as Program Optimization and Budget Evaluation. (DA Pam 5-XX)

PROBUS
: An automated data base for OMA> PROBUS differs from PROBE data base used to prepare the POM and budget. (DA Pam 5-XX)

PRODIS PROBE Data Interface System (DA Pam 5-XX)

productivity gain sharing
An incentive plan where the activity and work center employees share mutually in savings accrued from measurable increase to the quantity or quality of work center output. (DAPE-CPM Memo, 15 Oct 90)

program baseline
Army portion of the FYDP reflected in the President's budget submitted to congress in January; foundation of the next annual program.

program objective force
The Army force that is to exist at the end of the 5th program year of the POM. (DA Pam 5-XX)

PROLOGUE
Planning Resources of Logistics Units Evaluator: uses TAADS data as input to aid in preparation of operations plans for logistics units. (BLDS Per)

proponent
major DA command or agency responsible for developing and processing TAADS documents. (AR 310-49, TAADS)

PRP Program Review Proposal (AR 1-1 DRAFT)

PSC Position Speciality Code (AR 71-14 DRAFT); position specialty code (AR 570-4).

PSG Priority Steering Group (DA Pam 5-XX)

PSN Pocket Switching Node (TAADS-R FD)

PSP program and subprogram (DA Pam 5-XX)

push around
: Changing the priority of issues judgmentally without using a ranking order process. (DA Pam 5-XX)

PV
: Project VANGUARD: mission was to identify the functional requirements of general support forces (TDA Army) in a smaller, more CONUS-based Army act to develop alternative concepts.

PWLF
: potential workload factor (AR 570-5)

PWS
: performance work statements (DODI 5010.37); Performance Work Statement (DAPE-CPM Memo, 15 Oct 90). Used to document output performance requirements and standards which in turn are used to manage, provide resources, and evaluate activities.

--Q--

QA
: quality assurance (AR 570-5)

QC
: quality control (AR 310-50)

QMF
: Query Management Facility (TAADS-R FD)

QQPRI
: qualitative and quantitative personnel requirements information (AR 310-50); Qualitative and Quantitative Personnel Requirements Information (AR 570-4).

--R--

R
: remarks (in PROBE record) (DA Pam 5-XX)

R&D
: research and development (AR 310-50)

RAM
: random access memory (AR 310-50)

ramp	The quantity between some start point and the programmed objective. (DA Pam 5-XX)
RC	Reserve Components (AR 310-50); Reserve Component (AR 570-4): resource code (DA Pam 5-XX)
RCAS	Reserve Component Automation System: a computer-based information resource management and mobilization support system. When fully operational it will totally integrate information requirements for the Army Reserve and the Army National Guard and will interface with appropriate Army systems. (BLDS Per)
RCCPDS	Reserve Component Civilian Personnel Data System (?)
RCTB	Reserve Component Troop Basis (AR 310-50)
RCOMD	Resource Command (AR 71-14 DRAFT)
RCS	Remote Spooling Communications Subsystem (TAADS-R FD)
RDA	Research, Development, and Acquisition (BLDS Per)
RDTE	research, development, test, and evaluation (AR 310-50)
read ahead	Written matter discussing the issues furnished to participants before a scheduled meeting. (DA Pam 5-XX)
reconciliation register	ADP-generated report that lists the differences between the HQDA and the proponent master file. (AR 310-49, TAADS)
REPCO	Report Code (AR 71-14 DRAFT)
resource	As a verb, to man or fund. (DA Pam 5-XX)

resources at risk
: Resources that may be lost based on the outcome of a forthcoming decision. (DA Pam 5-XX)

REQVAL
: Requisition Validation (TAADS-R FD); also REQ-VAL (BLDS Per). Used by AMC and intermediate levels of supply to validate equipment requisitions against equipment authorizations. (BLDS Per)

revisit
: Re-examine. (DA Pam 5-XX)

RIC
: resource identification code (DA Pam 5-XX)

RIF
: reduction in force (AR 310-50)

risk reduction alternative
: A program alternative, usually at a greater resource cost, that will counter the threat at a lower level of risk. (DA Pam 5-XX)

RMPMIS
: Retiree Mobilization Preassignment Management Information System: determines where retired personnel will be assigned upon mobilization. (BLDS Per)

RMU
: resource management update (AR 1-1 DRAFT)

ROC
: Resource Operating Command (SAMAS)

roll up
: Aggregating like items. Often consolidating related MDEPs. (DA Pam 5-XX)

rolls and splits
: A zero-sum movement of resources between MDEPs to attain a more meaningful or manageable alignment. (DA Pam 5-XX)

ROTC
: Reserve Officers' Training Corps (AR 310-50)

RPA Reserve Personnel, Army (appropriation) (AR 1-1 DRAFT)

RPMA Real Property Maintenance Activities. These are lettered accounts J, K, L, and M managed within Army program 12 by COE. See BASOPS. (DA Pam 5-XX)

RSTRENGTH
Reserve Strength Consolidated Army Reserve Statistical Reporting System: generates approximately 100 strength reports from OFD, TAADS, SIDPERS, and SIRRS. (BLDS Per)

rump PBC An ad hoc group of members of the PBC. Assembled from time to time to consider a particular issue. (DA Pam 5-XX)

--S--

SA Secretary of the Army

SAAA Administrative Assistant to the Secretary of the Army (AR 570-4)

SAC Senate Appropriations Committee

SACPS Standard Army Civilian Pay System: potential interface with TAADS. (BLDS Per)

SACS Structure and Composition System: network of computer programs that provide personnel and equipment requirements and authorizations needed for a specified force structure. (BLDS Per)

SAFIARS Standard Army Financial Inventory Accounting and Reporting System: potential interface with TAADS. (BLDS Per)

SAFM Assistant Secretary of the Army (Financial Management) (BLDS Per)

SAG study advisory group (AR 310-50)

SAM Society for Advancement of Management (AR 570-5)

SAMAS Structure and Manpower Allocation System (BLDS Per): replacement for FAS and PBS; IOC 3 June 1991.

SAR Suspense Action Report (TAADS-R FD); selected acquisition report (AR 310-50).

SAS standards application summary (AR 570-5)

SASC Senate Armed Services Committee

SASF SIDPERS authorized strength file (AR 310-50)

SB supply bulletin (AR 310-50)

SB 700-20 Master File
Commonly known as the LIN File, q.v.

SB/MACDB
Standards Builder/Manpower Analysis Corporate Data Base: will provide support in standards development, application of standards, and linkage of standards to the PPBES cycle. Contains five years of on-line historical data and fifty years of archived data. (BLDS Per)

SBC Senate Budget Committee (AR 1-1 DRAFT)

Schedule X A survey form that documents changes in manpower requirements between onsite surveys due to change in mission and workload.

SCIPMIS Standard Civilian Personnel Management Information System: replaced by ACPERS. An automated data base of 123 data elements per serviced employee. Produced 94 fixed format reports. (BLDS Per)

scrub	edit, proof, refine. (DA Pam 5-XX)
SCS	Schedule and Coordination System: Used at HQDA.
SD	special duty (AR 310-50): the performance of duty with an organization other than the unit to which assigned, while continuing to be administered and accounted for by the unit of assignment. Includes borrowed military manpower and troop diversion (AR 570-4).
SDP	Manpower Staffing Standards Study Development Plan (AR 570-5)
SECDEF	Secretary of Defence (DA Pam 5-XX)
SELCOM	Select Committee (AR 310-50)
SES	Senior Executive Service (DAPE-CPM Memo, 15 Oct 90)
SEY	Summer Employed Youth (DAPE-CPM Memo, 15 Oct 90)
SF	standard form
SGA	standards of grade authorization (AR 310-50)
SHMD	Shore Manpower Document (Navy)
SHORSTAMPS	Shore Requirements, Standards, and Manpower Planning System: Navy manpower system replaced by NAVMEP, q.v.
shortfall	The difference between a desired level and an approved, planned, or actual level. (DA Pam 5-XX)
SI	System Integrator

SIDPERS	Standard Installation/Division Personnel System (AR 310-50): maintains organization and personnel records at the operating level during peacetime, mobilization, and war. SIDPERS II will be replaced by SIDPERS III beginning in mid-1993. (BLDS Per)
SIMOS	space imbalanced military occupational specialty (AR 570-4)
SIO	Standard Installation Organization (DAPE-CPM Memo, 15 Oct 90)
SIPC	Stationing and Installation Planning Committee (AR 1-1 DRAFT)
SIRRS	Standard Individual Ready Reserve System (BLDS Per)
SISC	Security Investigation Status Code (AR 71-14 DRAFT)
SMD	Ship Manpower Document: Navy program established in 1966 to model a ship's manpower requirements.
SMM	System Management Module (TAADS-R FD)
SMMS	Support Maintenance Management System: potential interface with TAADS. (BLDS Per)
SMO	Standard Mission Organization (DAPE-CPM Memo, 15 Oct 90)
SMU	special mission unit
SOC	Statement of Conditions (AR 570-5)
SORTS	Status of Resources and Training System: formally known as the UNITREP, q.v., it is the single authoritative source of identity and status information regarding units within the Department of Defense. (BLDS Per)

SPBS	Standard Property Book System: ACS, q.v., data are broadcast as company level equipment authorizations to SPBS for automated authorization and catalog data. (BLDS Per)
SPC	Strategy and Planning Committee
split unit	element of a parent unit stationed in a major command that differs from the main or headquarters element of the unit. Each split unit assigned to a MACOM that is different from that of the parent or headquarters element is required to submit TAADS documents. (AR 310-49, TAADS)
SQI	special qualifications identifier (AR 310-50)
SQL	structured query language (TAADS-R FD)
SQMD	Squadron Manpower Document: Navy program established in 1969 to convert work loads to manpower requirements.
SRC	standard requirement code (AR 310-50); standard requirements code (AR 570-4).
SS	System Specifications (TAADS-R FD)
SS MDEP	Communications MDEP (Management Decision Package) for information systems (DA Pam 5-XX)
SSI	specialty skill identifier (AR 310-50); Special Skill Identifier (AR 71-14 DRAFT).
SSN	Standard Study Number (DA Pam 5-XX)
STACO	station code (SAMAS)

staffing standards
statement of the quantitative and qualitative requirements required to do a given workload (AAA EC 91-204)

STAIRS Storage and Information Retrieval System (TAADS-R FD)

STANFINS Standard Financial System (AR 310-50): potential interface with TAADS. (BLDS Per)

STARCIPS Standard Army Civilian Payroll System (CMOD)

STEP-UP Systems Through Evolutionary Prototyping and User Participation (TAADS-R FD)

STNNM station name (SAMAS)

STRAF Strategic Army Forces (AR 71-14 DRAFT)

STSTR structure strength (generic) (SAMAS)

stuff-in Add something to an existing amount or program. (DA Pam 5-XX)

SUBCMD subcommand (BLDS Per)

substantive change
a change to an authorization document, which because of its substantive nature, requires a new document. (AR 310-49, TAADS)

SVM Special Visibility MDEP (DA Pam 5-XX)

SWC Standard Work Center (AR 71-14 DRAFT); standard work center (AR 570-4).

SWCC Standard Work Center Code (AR 71-14 DRAFT)

SYDP	Six-Year Defense Program (USAF)

--T--

T	transferrable (AR 570-5)
TA	Table of Allowances (BLDS Per)
TAA	Total Army Analysis (AR 570-4); total Army analysis (AR 310-50). Total Army analysis is a network of computer models that use data from TAADS and other sources in a computer-assisted war game and analysis to develop a recommended force structure for the Army. (BLDS Per)
TAA force	The program force developed through the Total Army Analysis process. (DA Pam 5-XX)
TAADS	The Army Authorization Documents System (AR 310-50): an automated system that supports the development and documentation of organizational structures, and the requirements for and authorizations of personnel and equipment needed to accomplish the assigned missions of the Army (AR 570-4).
TAADS-R	The Army Authorization Documents System-Redesign (AR 310-50)
TAAMRIS	The Army Automated Manpower Requirements Information System
TAC	Terminal Access Controller (TAADS-R FD)
TAEDP	Total Army Equipment Distribution Program (TAADS-R FD)
TAG	Troop Action Guidance (AR 71-14 DRAFT); The Adjutant General (AR 310-50).

TAGO	The Adjutant General's Office (AR 310-50)
TAMIS	Training Ammunition Management Information System: potential interface with TAADS. (BLDS Per)
TAMMS	The Army Maintenance Management System: potential interface with TAADS. (BLDS Per)
TAMS	Training Ammunition Management System: potential interface with TAADS. (BLDS Per)
TAP	Troop Action Program (AR 71-14 DRAFT); The Army Plan (BLDS Per): The Army Plan (DA Pam 5-XX)
TAPDB	The Army Personnel Data Base: provides input for the HQDA DSS. (BLDS Per)
TASSA	TAADS Automated Support to Satellite Activities (TAADS-R FD)
TB	technical bulletin (AR 310-50)
TD	troop diversion: use of soldiers not meeting the BMM definition, to perform recurring duties with an organization or unit other than that to which they are assigned, while continuing to be administered and accounted for by the unit of assignment (AR 570-4). Table of Distribution (BLDS Per).
TDA	tables of distribution and allowances (AR 310-50); Table of Distribution and Allowances (DAPE-CPM Memo, 15 Oct 90). Documents the organizational structure, personnel and equipment requirements and authorizations for a military unit to perform a specific mission for which there is no appropriate TOE.

TDA augmentation document
: a table of distribution and allowance document created to authorize additional personnel and equipment required for an MTOE unit performing an added non-MTOE mission. (AR 310-49, TAADS)

TDA-DSS
: Tables of Distribution and Allowances-Documentation Standardization System: an emerging PC-based system that uses TAADS data to assign and verify SWCCs in TAADS, to develop methods and tools to discipline the Army's requirement and documentation process, to identify a credible universe for the MS-3 and survey communities, to facilitate comparative analysis during TAA and FIA, to perform manpower profile analysis, and to standardize TDA documentation. (BLDS Per)

TDY
: temporary duty (AR 310-50)

then-year
: Fully inflated dollars. Often used interchangeably with budget dollars or current dollars. (DA Pam 5-XX)

TIG
: The Inspector General (AR 1-1 DRAFT)

TJAG
: The Judge Advocate General (AR 310-50)

TMACS
: TAADS-R Management and Control System (TAADS-R FD)

TMPS
: TRADOC Mobilization and Planning System: potential interface with TAADS. (BLDS Per)

TOA
: total obligational authority (DA Pam 5-XX)

TOE
: table(s) of organization and equipment (AR 310-50); Table of Organization and Equipment (DAPE-CPM Memo, 15 Oct 90). A requirements document and not an authorization document (AR 71-14 DRAFT).

TOPSS	The Officer Projection Specialty System: potential interface with TAADS. (BLDS Per)
TPFDD	Time-Phased Force Deployment Data (AR 310-50)
TPFDL	Time-Phased Force Deployment List (BLDS Per)
TPG	Troop Program Guidance (AR 71-14 DRAFT); troop program guidance (AR 570-4).
TPM	Technical Persons Month (TAADS-R FD)
TPSN	troop program sequence number (AR 310-50)
TQM	Total Quality Management
TRAC	TRADOC TOE/MTOE Data Base System: uses TAADS data to conduct force structure analysis. (BLDS Per)
trade-offs	factors to identify personnel or equipment switched between and within units during a reorganization within a singular command. Such changes, although substantive, do not impact on the overall command or HQDA resources. (AR 310-49, TAADS)
tradeoff	Exchange of one or more increments in the program for alternatives with equal or greater dollar and manpower costs. Alternatively, acceptance of certain risks to achieve a specified objective. (DA Pam 5-XX)
TRADOC	United States Army Training and Doctrine Command (AR 310-50)
TRAMEA	TRADOC Management Engineering Activity: TRADOCs manpower standards office. (TRADOC)
TSG	The Surgeon General (AR 310-50)

TSO	Time Sharing Option (TAADS-R FD)
TSP	Troop Structure Program (AR 71-14 DRAFT)
TTHS	trainees, transients, holdees, and students (AR 570-4)

--U--

UAF	Unit Authorization File (USAF)
UCL	upper control limit (AR 570-5)
UFR	unfinanced requirement. Requirements not included in the funded program. (DAPE-CPM Memo, 15 Oct 90)
UIC	unit identification code (AR 310-50)
UIC detail	At the level of the 6-digit unit identification code (UIC), an alphanumeric code assigned by DCSOPS in the Force Accounting System (FAS), which discretely identifies each company-sized unit or activity and larger. (DA Pam 5-XX)
UICIO	Unit Identification Code Information Officer (AR 71-14 DRAFT)
UIS	Unit Identification System (AR 71-14 DRAFT): potential interface with TAADS. (BLDS Per)
UMD	Unit Manning Document: Air Force equivalent of Army TDA, q.v.
UMMIPS	Uniform Movement and Material Issue Priority System: potential interface with TAADS. (BLDS Per)
UMS	Unit Manning System: a set of files, procedures, and models supporting the Cohesion, Operational Readiness, and Training (COHORT) program. (BLDS Per)

unit cost per output
resourcing model in development

UNITREP Unit Status and Identity Reporting System: see SORTS. (BLDS Per)

UNMBR unit number (SAMAS)

UNPID unit package identification design (SAMAS)

UNTDS unit description (SAMAS)

URE Unit Resource Evaluation: allows USALEA to determine the personnel and equipment conditions of Army logistics units from TAADS and other data. (BLDS Per)

USA Under Secretary of the Army (DA Pam 5-XX)

USAAA United States Army Audit Agency (AR 310-50)

USACAA United States Army Concept Analysis Agency (AR 310-50)

USACAMA United States Army Commercial Activities Management Agency (BLDS Per)

USACCSA United States Army Command and Central Support Agency (AR 71-14 DRAFT)

USACE United States Army Corps of Engineers (AR 310-50)

USACPEA United States Army Civilian Personnel Evaluation Agency (DAPE-CPM Memo, 15 Oct 90)

USAEARA United States Army Equipment Authorizations Review Agency (AR 310-50).

USAFAC United States Army Finance and Accounting Center (AR 310-50)

USAFDSA United States Army Force Development Support Agency (TAADS-R FD)

USAFISA United States Army Force Integration Support Agency (AR 71-14 DRAFT); office symbol, MOFI.

USAISC United States Army Information Systems Command (AR 310-50)

USAISC-P United States Army Information Systems Command -- Pentagon (AR 310-50)

USAISEC United States Army Information Systems Engineering Command (TAADS-R FD)

USAISSDC-L
United States Army Information Software Systems Development Center -- Lee (TAADS-R FD)

USALEA United States Army Logistics Evaluation Agency (New Cumberland, PA). (BLDS Per)

USAMARDA
United States Army Manpower Requirements and Documentation System (AR 570-5)

USAPIC United States Army Personnel Integration Command

USAPPA United States Army Publications and Printing Agency (AR 570-5)

USAR United States Army Reserve (AR 310-50)

USAREUR United States Army, Europe (AR 310-50)

USARPAC United States Army, Pacific (BLDS Per)

USARSO United States Army Forces Southern Command (AR 310-50)

USARSOC United States Army Special Operations Command (BLDS Per)

USD(A) Under Secretary of Defense for Acquisition (AR 1-1 DRAFT)

USD(P) Under Secretary of Defense for Policy (AR 1-1 DRAFT)

USDH United States Direct Hire (BLDS Per)

USR Unit Status Report (TAADS-R FD)

USTAPA United States Total Army Personnel Agency (TAADS-R FD)

UXREF unit cross reference (SAMAS)

--V--

VANGUARD
See PV.

VCSA Vice Chief of Staff, U.S. Army (AR 310-50)

VE value engineering

VFAS Vertical Force Accounting System: potential interface with TAADS. (BLDS Per)

VFDMIS Vertical Force Development Management Information System (TAADS-R FD)

VTAADS Vertical -- The Army Authorization Documents System (AR 310-50): a multicommand standard automated system for those users

having complete inhouse functional and automatic data processing capability (AR 570-4).

--W--

war stopper
: A must-have item or must-do issue. (DA Pam 5-XX)

WARMAPS
: Wartime Manpower Planning System (AR 570-4): a classified automated planning system which projects manpower requirements over a 180-day period and is scenario specific. Potential interface with TAADS. (BLDS Per)

WARS
: Worldwide Ammunition Reporting System: potential interface with TAADS. (BLDS Per)

WCD
: *work center description* (AR 570-5)

wedge
: A planned increase over time to meet an objective quantity. (DA Pam 5-XX)

WESTCOM
: United States Army Western Command (AR 310-50)

WG
: wage grade (AR 570-4)

WLF
: workload factor (AR 570-5)

work center
: For purposes of MCB, the organization managed and supervised by an individual who has been delegated budget and position classification authorities. (DAPE-CPM Memo, 15 Oct 90)

WRAM
: Workload Resource Analysis Model: used at HQDA to relate manpower resources to workload.

WTCV Procurement of Weapons and Tracked Combat Vehicles, Army (appropriation) (AR 1-1 DRAFT)

WTO Worker Trainee Opportunity (DAPE-CPM Memo, 15 Oct 90)

WU work unit (AR 570-5)

--X--

--Y--

YOB Youth Opportunity Back-to-School (DAPE-CPM Memo, 15 Oct 90)

--Z--

zero based resourcing
resourcing model in development

BILLET LEVEL DOCUMENTATION STUDY
Interview Recap

	Completed	Scheduled	To Be Scheduled	TOTAL
Congress:	2			2
OMB:	1			1
OSD:	5			5
OSA:	7			7
OCSA:	5			5
ODCSPER:	8			8
ODCSOPS:	14			14
			HODA SUBTOTAL:	**34**
AMC:	3			3
EUSA:	1			1
USAREUR:	1			1
TRADOC:	4			4
FORSCOM:	10			10
MDW:	4			4
			MACOM SUBTOTAL:	**23**
Installations:	4			4
USAF:	10			10
USN:	4			4
			GRAND TOTAL:	**83**

APPENDIX E:
INTERVIEWEES

(All phone prefixes are 703 unless otherwise noted.)

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BILLET LEVEL DOCUMENTATION STUDY
WORK MATRIX -- INTERVIEWEE BY QUESTION

	Questions 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19
Congress	X X X
OMB	X X X
John Davey ASD (FM&P) 697-5386	X X X X X X X X X P
Karen Alderman P ASD (FM&P) 697-5783	X X X X X X X X P
Jack Martin ASD (FM&P) 614-5133	X X X X X X P
LTC Tom Greer ASD (FM&P) 614-5133	X X X X X X X P
Mrs. Audrey Reeg ASD (FM&P) 695-0711	X X X X X X X X P
John Guthrie ASD (RA)	X X X X X P P

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	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9
Dr. David Cooke Dir Admin/Mgmt 695-4436	X	X		X	X									X					X
Howard Becker Dir Admin/Mgt	X	X	X	X	X														X
Ralph Kennedy Dir Admin/Mgt	X	X	X	X	X														X
DMDC	X	X					X	X		X				X	X	X	X	P	X
Tracking Ofc for DMRD	X	X					X	X		X				X	X	X	X	P	X
Bill Takakoshi USA 695-3317	X	X		X		X	X	X				X	X						P
N.R. Ginnetti Prin Dpty ASA(FM) 697-8121	X	X	X	X		X	X	X			X	P	X						P
LTG James F. McCall COA, 695-2510	X	X		X		X	X	X			X	P	X		X		X		P
MG Merle Frietag DAB 697-6937	X	X		X		X	X	X			X	P	X		X		X		P
BG Josue Robles DAB, 697-3937	X	X		X		X	X	X			X	P	X		X		X		P
Mrs. S. Rogers ASA(FM)	X	X	X	X		X	X	X				X	X						X

	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9
Ms. Barbara Leibey ASA(FM)	X	X	X	X		X	X	X				X	X						X
Bill Clark ASA(M&RA)	X	X	X	X		X	X	X			X	X	X		X		X		P
Mrs. Carol Smith ASA(M&RA)	X	X	X	X		X	X	X			X	X	X		X		X		P
Mrs. Jan Menig MD 695-1443		X	X	X			X	X			X	X					X		X
COL E. Brown MD 693-3500	X	X	X	X			X	X	X		X		X				X		X
MG Tom Carney DPAE 695-4617	X	X		X		X	X	X	X		P	X	X		X		X		P
M. Smith PAE 695-4160		X		X		X	X	X			X	X	X	X		X	X	X	P
COL C. Corcoran PAE 695-2991	X	X	P	X		X	X	X	X		X	X	X		X		X	X	P
Gary Purdum Dir Manpower 695-4729	P	X		X		P	P	P	X		P	P	X		X	X	P	X	P
C. Weatherholt Dep Dir Civ Pers 695-4239	P	X	P	X	X		P	P			X	X	P				P	X	X

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	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9
COL J. Mowery Dep Dir Mob 697-2186	X	X	X	X	X	X	X	X	X		X	X	X		P	X	X	X	X
Matt Tomlinson ACPERS	X			X		X		X		X	X	X	X	P	X	P		P	X
BG R. Rosenkranz Dir Force Pgms 695-6772	X	X		X		X	X	X	X	X	P	X	X		X	X	X	X	X
Doug Brown Dep Force Int 697-4645	X	X	X	X		X	X	X			X	X	X		X	X	X	X	X
COL Joel Leson CO USAFISA 355-2531	X	X		X	X	X	X	X	X	P	X	X	X	X		X	X	P	X
Steve Croall Dpty USAFISA 355-2595	X	X	X	X			X	X		X	X			X	X	X	X	P	X
Peggy Kelly SAMAS 693-4348	X	X	X	X			X	X		X	X			X	X	X	X	P	X
Mr. Bruce Gray USAFISA 355-2599	X	X	X	X			X	X		X	X			X	X	X	X	P	X
Susan McSlarrow USAFISA 355-2061	X	X	X	X			X	X		X	X			X	X	X	X	P	X

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	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9
Mr. Dick Ramsey USAFISA 355-2064	X	X	X	X			X	X		X	X			X	X	X	X	P	X
Mr. Arthur Hibbert USAFISA 355-2040	X	X	X	X			X	X		X	X			X	X	X	X	P	X
Army Materiel Command	X	X		X		X	X	X	P	P	X	X	X	X	X	X	X	X	X
TRADOC	X	X		X		X	X	X	P	P	X	X	X	X	X	X	X	X	X
FORSCOM	X	X		X		X	X	X	P	P	X	X	X	X	P	X	X	X	X
MDW	X	X		X		X	X	X	P	P	X	X	X	X	X	X	X	X	X
Other Services:																			
LtGen Tom Hickey USAF DCSPER 703-697-6088	X	X	X	X	P	X	X		X	X	X	X	X		X		X		X
Mr. Pat Schittulli USAF Civ Personnel 703-695-2141	X	X	X	X	P	X	X		X	X	X	X	X		X		X		X
VAdm Mike Borda USN Depty for Manpower 703-614-1101	X	X	X	X	P	X	X		X	X	X	X	X		X		X		X

	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9
Dorothy Meletzke USN Civilian Personnel 703-695-2248	X	X	X	X	P	X	X		X	X	X	X	X		X		X		X

BILLET LEVEL DOCUMENTATION STUDY
WORK MATRIX -- INTERVIEWEE BY INTERVIEWER

Key: √ - Interview Participant

JA - John Alger
JB - Joe Bowers
AF - Al Fisher
DF - David Fee
JJ - John Johnson
JM - John Marshall
LS - Len Schossler
HW - Harry West

	JA	JB	AF	DF	JJ	JM	LS	HW
Congress:								
Mr. Fred Pany SASC				√				
Ms. Karen Heath HASC (by phone)				√				
OMB:								
Mr. Tom Stanners June 1991				√		√		
OSD:								
Karen Alderman ASD (FM&P) (productivity) 697-5783 Tues, 2 July				√	√			

	JA	JB	AF	DF	JJ	JM	LS	HW
John Davey ASD (FM&P) Wed, 3 July					√			
Mrs. Audrey Reeg ASD (FM&P) 695-0711 Wed, 3 July					√			
DMDC:								
Mr. R. Brandewie (407) 281-3604 Wed, 28 Aug (by phone)					√			
Betty Cundiff Unit Cost Project Sat, 6 July (by phone)					√			
OSA:								
Milton Hamilton Admin. Asst. to Sec. Army 695-2442 (3E733) Fri, 9 Aug	√							√
Pete Stein Deputy Admin. Asst. 695-5879 Fri, 9 Aug	√							√
Mrs. S. Rogers ASA(FM) 697-5722 Wed, 10 July	√	√				√		√

	JA	JB	AF	DF	JJ	JM	LS	HW
Bill Clark ASA(M&RA) 695-1164 Fri, 19 July		√				√		
Mrs. Carol Smith ASA(M&RA) 695-3111 Mon, 24 June	√							
COA:								
LTG Merle Freitag COA, 695-2510 Monday, 29 July		√				√		√
BG Josue Robles DAB, 697-2510 Tues, 16 July	√							√
Management Directorate:								
Mrs. Jan Menig MD 695-1443 Mon, 1 July	√	√						
COL M. Miller MD 695-6616 (2B683) Wed, 14 Aug	√	√				√	√	
LTC John Hopkins MD Tues, 6 Aug				√			√	

Billet Level Document Study **4 September 1991**

	JA	JB	AF	DF	JJ	JM	LS	HW
PAE:								
MG Tom Carney DPAE 695-4617 Tues, 9 July		√						√
M. Smith PAE 695-4160 Wed, 10 July	√						√	
ODCSPER:								
MG Stroup Dir Mil Pers Mgmt 695-2497 Wed, 7 Aug	√							√
Gary Purdum Dir Manpower 695-4729 Fri, 28 June		√				√		√
C. Weatherholt Dep Dir Civ Pers 695-4239 June						√		
COL J. Mowery Mobilization (20742) 703-697-2186 Fri, 2 Aug	√	√						

	JA	JB	AF	DF	JJ	JM	LS	HW
Dave Snyder ACPERS 703-325-1779 Tues, 2 July	√	√						
Bill Kempter Manpower (2A666A) 614-1616 Wed, 7 Aug	√							√
Cal Fowler Standards (2B659) 695-9026 Wed, 7 Aug	√							√
PERSCOM:								
Joe Galbraith Civilian Personnel Fri, 28 July		√						√
ODCSOPS:								
MG Schroeder ADCSOPS 697-5180 Mon, 26 Aug	√	√						
BG R. Rosenkranz Dir Force Pgms 695-6772 Mon, 26 Aug	√	√						

Billet Level Document Study **4 September 1991**

	JA	JB	AF	DF	JJ	JM	LS	HW
COL C. Corcoran FDF 697-4645 Wed, 7 Aug	√							
Doug Brown Dep Force Int 703-697-4645 Mon, 1 July	√	√						√
COL Joel Leson CO USAFISA 355-2531 Fri, 21 July	√	√						
Steve Croall Dpty USAFISA 355-2595 Tues, 2 July	√	√						
Margaret Kelly SAMAS 693-4348 Wed, 26 June	√	√						
Bruce Gray USAFISA 355-2599 Wed, 3 July	√					√		√
Susan McSlarrow USAFISA 355-2061 Tues, 9 July	√	√						

	JA	JB	AF	DF	JJ	JM	LS	HW
Dick Ramsey USAFISA 355-2064 Wed, 19 July		√						
Mr. Chris Leeds USAFISA 355-3223 Tues, 27 Aug	√							√
Arthur Hibbert USAFISA 355-2040 Tues, 25 July	√	√						
Mr. Emerson Blake TDA Branch Chief Tues, 9 July	√	√						
LTC Earl Shaw PM TAADS-R 285-9800 Fri, 26 July	√	√						
AMC:								
MG Wheeler DCSPER 614-3475 Wed, 17 July	√	√						

	JA	JB	AF	DF	JJ	JM	LS	HW
Mr. Ken Morris Civ. Pers. (2W20) 274-9167 Thurs, Aug 8	√		√		√			
Mr. Dave Blount Acting Chief, FD (2E08) 274-8215 Wed, 14 Aug	√							
EUSA:								
GEN Robt RisCassi CINC 614-8195 Mon, 5 Aug	√							√
USAREUR:								
GEN Saint CINC 695-1327 Mon, 5 Aug	√							√
TRADOC:								
MG HM Hagwood, Jr. DCS Resource Management (804) 727-4213 Mon, 12 Aug	√	√	√					√

	JA	JB	AF	DF	JJ	JM	LS	HW
Mr. Merv Franz ADCSRM (804) 727-4214 Mon, 12 Aug	√	√	√					√
Mr. Gary Hess Force Management (804) 727-3575 Mon, 12 Aug	√	√	√					√
Mr. Bob Benson Documentation (804) 727-2033 Mon, 12 Aug	√	√	√					√
FORSCOM:								
Mr. Bill Wilkerson J8, Asst Dir, RM (404) 669-7185 Tues, 20 Aug	√	√						
COL Sheer J3 Documentation (404) 669-5040 Tues, 20 Aug	√	√						
COL Slade Johnson J8-MR Tues, 20 Aug	√	√						

	JA	JB	AF	DF	JJ	JM	LS	HW
Mr. Wendell Marsh Deputy Chief, MRD J8-MR Tues, 20 Aug	√	√						
Mr. Loren Busker Chief, Alloc Br. J8-MRL Tues, 20 Aug	√	√						
LTC Kalmerton TDA Branch Tues, 20 Aug	√	√						
Pat Colson TDA Branch Tues, 20 Aug	√	√						
Dave Wilson TDA Branch Tues, 20 Aug	√	√						
John Williams J8-MRA Tues, 20 Aug	√	√						
Mr. John Ferdon Manpower (404) 669-7170 Tues, 20 Aug	√	√						

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	JA	JB	AF	DF	JJ	JM	LS	HW
MDW:								
Mr. Steve Grames ADCSRM, MDW Tues, 13 Aug	√	√	√		√			
Mrs. S. Goodman Chief, Force Development Tues, 13 Aug	√	√	√		√			
Mr. Pat Murtaugh Comptroller Tues, 13 Aug	√	√	√		√			
Ms. Pat Mitchell Documentation Tues, 13 Aug	√	√	√		√			
Installations:								
Mr. Jack Roth Civ Deputy to the Cmdr APG Support Activities Tues, 20 Aug (by phone)						√		
Mr. Farrel Dreisbach Chief, Manpower Mgmt & Docs Resource Mgmt Directorate APG Support Activities Tues, 20 Aug (by phone)						√		

	JA	JB	AF	DF	JJ	JM	LS	HW
Mr. Bill Lowe Deputy Civ Pers. Officer Aberdem Proving Grounds Tues, 20 Aug (by phone)						√		
COL C.T. McManamay Dir, Resource Management Fort Campbell, Ky Tues, 20 Aug (by phone)	√	√						
USAF:								
LtGen Tom Hickey USAF DCSPER 703-697-6088 Tues, 2 July			√		√			
Mr. Pat Schittulli USAF Civ Personnel 703-695-2141 Mon, 1 July					√			
Michele Pilipovich Civ Pers Wed, 3 July /Wed, 13 Aug	√	√		√	√			
Antoinette Hawkins Civ Pers Wed, 3 July/Wed, 13 Aug	√	√		√	√			
Ruby Manen AFP Fri, 5 July					√			

	JA	JB	AF	DF	JJ	JM	LS	HW
Col Josh Moran et al AF Automated Systems 697-2388 Tues, 6 Aug	√	√		√	√			
Judy Davis Manpower Automation Chief Tues, 6 Aug	√	√		√	√			
Lt Col Kent Manual Documentation Chief 695-1963 Tues, 6 Aug	√	√		√	√			
USN:								
VAdm Mike Boorda USN Depty for Manpower 703-614-1101					√			
Bob Story USN Civilian Personnel 703-695-2248 Tues, 2 July					√			
Jane Winger Spec Asst for Civ Manpower Thurs, 16 Aug					√			
Ms. Erica Latham Civilian Personnel					√			

APPENDIX F:
INDEX TO LIBRARY
THE BILLET LEVEL DOCUMENTATION STUDY

Book One

Congress

Letter from: William L. Ball III, Secretary of the Navy to: The Honorable William L. Dickinson, Ranking Minority Member, Committee on Armed Services, House of Representatives. 2 February 1989. Re: Decision to decentralize the process used in determining shore manpower requirements.

Letter from: William L. Ball III, Secretary of the Navy to: The Honorable John W. Warner, Ranking Minority Member, Committee on Armed Services, United States Senate. 2 February 1989. Re: Decision to decentralize the process used in determining shore manpower requirements.

Letter from: William L. Ball III, Secretary of the Navy to: The Honorable Les Aspin, Chairman, Committee on Armed Services, House of Representatives. 3 February 1989. Re: Decision to decentralize the process used in determining shore manpower requirements.

Letter from: William L. Ball III, Secretary of the Navy to: The Honorable Sam Nunn, Chairman, Committee on Armed Services, United States Senate. 3 February 1989. Re: Decision to decentralize the process used in determining shore manpower requirements.

Letter from: Gary L. Purdum, Director of Manpower to: The Honorable Jim Slattery, House of Representatives. 12 June 1990. Re: Policy proponent for Army Regulation (AR) 570-4, Manpower Management, and AR 570-5, Manpower Staffing Standards System (MS3).

Letter from: Les Aspin, Chairman; Solomon Ortiz, Member of Congress; and Lane Evans, Member of Congress to: The Honorable Michael P.W. Stone, Secretary of the Army. 30 July 1990. Re: reduction of civilian personnel throughout the Army.

DOD News. "Senate Moves to Cut 47,000 Civilians Next Year" 30 July 1990. Page 5

Letter from: Les Aspin, Chairman to: The Honorable P. W. Michael Stone, Secretary of the Army. 10 August 1990. Re: Decision to announce a reduction-in-force affecting 7,300 Army civilians.

Title 10 U.S. Code. Section 115.

Book Two

General Accounting Office

Briefing Report to the Chairman Committee on Armed Services, House of Representatives. 11 May 1987. Navy Shore Manpower Program Decision to Decentralize Needs to be Rethought.

Book Three

Comptroller General

Book Four

Office of Personnel Management Sources

PSOG-203. Manage to Budget Programs: Guidelines for success. Office of Systems Innovation and Simplification, Personnel Systems and Oversight Group. August 1989

Title 10 U.S. Code, Section 115

Book Five

Department of Defense Sources

DODD 1100.4. 20 August 1954. SUBJ: Guidance for Manpower Programs.

DODD 1100.9. 8 September 1971. SUBJ: Military-Civilian Staffing of Management Positions in the Support Activities.

DODI 1110.1. 28 June 1979. SUBJ: Defense Manpower Requirements Report (DMRR)

DODD 1400.5. 21 March 1983. SUBJ: DOD Policy for Civilian Personnel.

DODI 5010.37. 17 November 1987. SUBJ: Efficiency Review, Position Management, and Resource Requirements Determination.

Memorandum for Secretaries of the Military Departments. 22 March 1988. SUBJ: Follow-on Actions to the FY1988 Officer Requirements Report.

DODD 5100.73. 25 November 1988. SUBJ: Department of Defense Management Headquarters and Headquarters Support Activities.

DODI 7730.64. 27 December 1988. SUBJ: Automated Extracts of Military and Civilian Manpower Records.

ASD (FM&P) Memo. 4 June 1990. SUBJECT: Civilian Manpower Reporting. For ASA (M&RA). Signed Christopher Jehn.

DEPSECDEF Memo. 13 July 1990. SUBJECT: Civilian Work Force Reduction Planning.

DMRD 945I. Centralized TAADS (The Army Authorization Document System), Manpower Standards and Surveys.

Memorandum for Secretaries of the Military Departments; Chairman of the Joint Chiefs of Staff; Inspector General; Director of Administration and Management; Directors of Defense Agencies; President, Uniformed Services University of the Health Sciences; and the Directors of DOD Field Activities. 28 May 1991. SUBJ: Manpower Guidance for FY1991, FY1992, and FY1993.

Five-Year Civilian Employment Plan. A Report Required by Section 322(b) of the Fiscal Year 1991 DOD Authorization Act. 29 April 1991. Submitted by the Assistant Secretary of Defense (Force Management and Personnel)

1991 Annual Report of the Deputy Assistant Secretary of Defense (Installations)

ASD-FM&P. Forces, Readiness, and Manpower Information System (FORMIS).

DODD (No Number) No Date. SUBJ: DOD Quality and Productivity Improvement.

Beyond the TQM Mystique. Real-World Perspectives on Total Quality Management. No Date.

Book Six A

Army Letters, Memoranda, and Messages Through June 1990.

DAIG-ZA. 4 May 1982. From: LTG Trefry, TIG HQ DA to: LTG Richardson, DCSOPS. SUBJECT: Force Modernization Training.

DAPE-MB. December 1984. SUBJECT: Documentation Modernization Conference (DOCMOD 4) - Executive Summary.

Memorandum form: Department of the Army. 1 May 1987. SUBJECT: Civilian Personnel Modernization Program, Managing the Civilian Work Force to Budget.

ATCD-DR. 5 January 1988. SUBJECT: DOCMOD 2

DACS-DME Message. 27 December 1989. SUBJECT: Model Installation Program. To Commander, AMC. Denies Waiver request from Red River Army Depot to suspend Efficiency Reviews during MCB Test.

MOFI. 10 March 1989. SUBJECT: Coordination of Draft "Instructions for Implementation and Management, Managing the Civilian Work Force to Budget.

Memorandum For Director of the Army Staff from: William D. Clark, Acting Assistant Secretary of the Army (Manpower and Reserve Affairs). 16 March 1989. SUBJ: Manpower Documentation Policy.

MOFI-TFP-L. Memorandum for HQDA (DAMO-FDZ), Washington DC 20310-04 from: James F. Brickman, Colonel, FA, Commanding. 28 July 1989. SUBJECT: Documentation of Civilian Manpower.

DAPE-CPM. Memorandum for See distribution from: James F. McCall, Lieutenant General, USA, Comptroller of the Army; and Allen K. Ono, Lieutenant General, GS, Deputy Chief of Staff for Personnel. 19 September 1989. SUBJECT: Army-Wide Implementation of Managing the Civilian Work Force to Budget (MCB).

DAPE-CPM. Information Paper. 11 October 1989. SUBJECT: Managing the Civilian Work Force to Budget (MCB).

DAPE-CPM. Memorandum for See distribution. 31 October 1989. SUBJECT: Preliminary Instructions for Army-Wide Implementation of Managing the Civilian Work Force to Budget (MCB).

MOFI-DOC-T. Information Paper. 16 November 1989. SUBJECT: Documentation of Civilian Manpower in TDA.

AMCRM-MR-U. Information Paper. 21 November 1989. SUBJECT: Manpower Staffing Standards System (MS-3) and Managing the Civilian Work Force to Budget (MCB).

DACS-PBC, PBC Memo 89-267. Memorandum for Members of the Program and Budget Committee from: Mark M. Waclawski, CPT(P), GS, Executive for Budgeting, PBC. 28 November 1989. SUBJECT: Managing the Civilian Work Force to Budget.

Message from: Chris Leeds to: Mike Colley. 12 November 1989. SUBJECT: MCB.

DAMO-ZB. Memorandum for Director of Management from: John R. Greenway, Major General, GS, Assistant Deputy Chief of Staff for Operations and Plans. 6 December 1989. SUBJECT: Model Installation Waiver Request (MIP) AMVI000100 -- Action Memorandum.

DAPE-MBA-PS (5-4A). Memorandum for SAMR-RFMT, SAFM-BUO, DAMO-FD, and DAPE-CP from: Gary L. Purdum, Director of Manpower. 3 January 1990. SUBJECT: manpower Instructions for Managing the Civilian Work Force to Budget (MCB) -- Final Revision.

MOFI-DOC-T. Memorandum for Chief, Documentation Division, Deputy for Documentation. 13 January 1990. SUBJECT: PAE Meeting with AMC and DESCOM.

DACS-ZA. Memorandum for: Deputy Chief of Staff for Operations and Plans, Deputy Chief of Staff for Personnel, Director of Program Analysis and Evaluation, Director of the Army Budget from: Arl E. Vuono, General, United States Army, Chief of Staff. 23 January 1990. SUBJECT: Implementing Quicksilver Civilian Manpower Reductions.

Memorandum from: Gary L. Purdum, Directorate of Manpower. 6 February 1990. Re: Manpower Executive Development Workshop.

MOFI-ZS. to: AIG 12306 from: CDRUSAFISA FT Belvoir, VA. February 1990. SUBJECT: Proposed Elimination of Authorization Accounting Under MCB.

Memo from: Brickman to: Croall, Lucas, Manningm, Kellyp, Waldrum Fontenot, Ramsey, Payh, Brownad, Enery, and Myersf. 21 March 1990. SUBJECT: Richmond Manpower Offsite.

DAPE-ZA. to: RUDHAAA/CDRINSCOM FT Belvoir, Va to: DA Washington DC. March 1990. SUBJECT: Implementation of Managing Civilians to Budget (MCB).

Tasking Control Document. March 1989. SUBJECT: Manpower Documentation Policy.

DAPE-MB (5-4A). Memorandum for Chairman, Civilian Personnel Modernization, General Officer/Senior Executive Steering Committee from: Gary L. Purdum, Director of Manpower. 24 April 1990. SUBJECT: Manpower Management and Manage to Civilian Budget.

MOFD-DOC. Memo from: Mr. Chris Leeds, MOFI-S to: GRAYB. 27 April 1990. SUBJECT: Combining TDA and MOBTDA Documents.

Memo from: Croall, Director USA Force Integration Support Agency to: Rosen and Brickman. 30 April 1991. SUBJECT: Analytical Support for VANGUARD.

[SAMR]. 30 April 1990. SUBJECT: MCB GOSC. For Lieutenant General Ono. Signed William D. Clark, Principal Deputy Assistant Secretary (Manpower and Reserve Affairs).

General Officer Senior Executive Steering Committee (GOSESC) Army Civilian Personnel Modernization (CPM) Specifics. April 1990.

Memo from: Croall, Director USA Force Integration Support Agency to: Rosen. 6 May 1990. SUBJECT: Civilian Personnel Modernization GOSC.

MOFI-STD-O. Information Paper. 7 May 1990. SUBJECT: Documenting to the Billet Level of Detail.

MOFI-RED. Memorandum for Director, U.S. Army Force Integration Support Agency, Fort Belvoir, Va. February from: W. Bruce Gray, Chief, Requirements Evaluation Division. 14 May 1990. SUBJECT: Manage to Civilian Budget (MCB) Manpower Requirements at Fort Dix.

Memorandum for Commander, U.S. Air Force Integration Support Agency, Fort Belvoir, Va. from Howard F. Bachman. Colonel, GS, Deputy Director. 15 May 1990. SUBJECT: Data Call for Project VANGUARD.

DAPE-CPM. 31 May 1990. SUBJECT: Modification of Manpower Management Processes Under the Managing Civilians to Budget (MCB) Program.

DACS-ZB. Memorandum for Deputy Chief of Staff for Operations and Plans from: Allen K. Ono, Lieutenant General, GS, Deputy Chief of Staff for Personnel. 1990. SUBJECT: Increasing Financial Flexibility to Commanders.

DACS-ZB. Memo from: DA Washington DC to: AIG 7406. 1 June 1990. SUBJECT: Increasing Financial Flexibility to Commanders.

Memorandum For Assistant Secretary of the Army (M&RA) from: Christopher Jehn. 4 June 1990. SUBJECT: Civilian Manpower Reporting.

DAMO-FDZ. Memo from: HQDA Washington DC to: AIG 7405 June 1990. SUBJECT: Proposed Elimination of AMSCO, MDEP and C-Type fields in TAADS.

ATOD-RMM (145). Memorandum for Commander, U.S. Army Force Integration Support Agency, ATTN: MOFI-ZD, Fort Belvoir, Va. from: John A. Candiolos, LTC, GS, Chief Resource Management Division. 12 June 1990. SUBJECT: Proposed Elimination of Data Fields in TAADS.

DAMO-ZA. Memorandum for Deputy Chief of Staff for Personnel from: Harold T. Fields, Jr., Major General, GS, Assistant Deputy Chief of Staff for Operations and Plans. 14 June 1990. SUBJECT: Modification of Manpower Management Processes Under the Managing Civilians to Budget (MCB) Program.

Book Six B

Army Letters, Memoranda, and Messages July 1990 - Present

DAMO-FDZ. Memorandum for HQDA (DAPE-CPM) Washington DC from: Stephen T. Croall, Director, U.S. Army Force Integration Support Agency. 12 July 1990. SUBJECT: Draft Instructions for Army Wide Implementation of Managing Civilians to Budget.

Memorandum for OASA (MRA), OASA (RDA), ODCSOPS, ODCSPER, PAED from: B. J. Toohey, Assistant Deputy ASA for Budget. 17 July 1990. SUBJECT: Draft DMR II Proposal.

ASOP (10-5a). Memorandum for: HQDA (DAMO-FDZ), HQDA (SAIS-PPP), HQDA (SAAM), HQDA (MOFI-DOC), HQDA (AS-LNOW) from: Steven C. Harman, Jr., Col., GS, DCSOPS. 19 July 1990. SUBJECT: Defense Management Review Implementation Plan for the U.S. Army Information System Command - Streamline ISC.

MOFI-TREDD. Memorandum for See Distribution from: Robert B. Rosenkranz, Brigadier General, GS, Director, Force Programs. 30 July 1990. SUBJECT: Examining the Role of Manpower Management and Documentation in View of Managing the Civilian Work Force to Budget (MCB).

DAMO-FDZ. Memorandum for See Distribution from: Robert B. Rosenkranz, Brigadier General, GS, Director, Force Programs. 30 July 1990. SUBJECT: Managing the TDA Missions.

DAMO-FDZ. Memorandum for Senior Army Manpower Personnel from: Robert B. Rosenkranz, Brigadier General, GS, Director, Force Programs. 30 July 1990. SUBJECT: Proposed Elimination of AMSCO, MDEP and C-Type Fields in TAADS.

MOFI-ZA. Memorandum for Director, Civilian Personnel Directorate, U.S. Total Army Personnel Command, ATTN: TAPC-CPS-R-II from: Stephen T. Croall, Director. 31 July 1990. SUBJECT: Manpower and Force Management Career Program (CP-26) Mailing List.

MOFI-ZD. Memo from: *HQDA Washington DC to:* RUFDAAA/CINCUSAREUR. July 1990. SUBJECT: Implementation of DMRD 917, Civilianization of Military in Support Positions.

SAFM Memo. Memorandum thru the Directorate of the Army Staff For the Deputy Chief of Staff for Personnel and the Deputy Chief of Operations and Plans from: G. Kim Wincup, Assistant Secretary of the Army (Manpower and Reserve Affairs). 6 August 1990. SUBJECT: Decision Process for Downsizing the Army in Fiscal Year 1991.

DAPE Memo. Memorandum for See Distribution from: William H. Reno, Lieutenant General, GS, Deputy Chief of Staff for Personnel. 9 August 1990. SUBJECT: Civilian Personnel Reductions.

MOFI-STD-O. Memorandum for HQDA (DACS-DME), ATTN: LTC Zerlet, Washington DC from: Robert B. Rosenkranz, Brigadier General, GS, Director, Force Programs. 13 August 1990. SUBJECT: Revision of AR-3, Installation Management and Organization.

DAPE Talking Paper. ~16 August 1990. SUBJECT: Civilian Personnel Reductions.

DACS Memorandum for the Deputy Chief of Staff for Personnel from: Ellis D. Parker, Lieutenant General, GS, Director of the Army Staff. 20 August 1990. SUBJECT: Civilian Personnel Reductions.

Memorandum for Record. 29 August 1990. SUBJECT: Meeting with Mr. Bill Kempter, DCSPER; 28 August 1990.

Memorandum for Record. 29 August 1990. SUBJECT: Meeting with Mrs. Mary Smith, HQDA PAE, 28 August 1990.

Memorandum for Record. 29 August 1990. SUBJECT: Meeting with Ms Sandra Rogers, HQDA Budget Formulation, Execution and Manpower Division, 28 August 1990.

ASRM-PB-M. Memo from: CDRUSAFAIC FT Huachuca, AZ to: DA Washington DC. August 1990. SUBJECT: Implementation of DMRD 917, Civilianization of Military in Support Positions.

FCJ8-MRL. 4 September 1990. Army Ideas for Excellence Program (AIEP) Response. (Copy in BLDS Library, Book Six B)

DAMO-FDZ. Memorandum for Deputy Chief of Staff for Operations and Plans from: Jerome H. Granrud, Major General, GS Assistant Deputy Chief of Staff for Operations and Plans, Force Development. 9 October 1990. SUBJ: Vanguard CENDOC Proposal and the Inactivation of USAFISA.

DAMO-ZA. Memorandum for Vice Chief of Staff, Army from: Dennis J. Reimer, Lieutenant General, GS, Deputy Chief of Staff for Operations and Plans; and Sally D. Murphy, LTC, GS, ADAS. 10 October 1990. SUBJ: USAFISA Inactivation and Centralized Documentation (CENDOC) VANGUARD Proposals -- ACTION MEMORANDUM.

DAPE-CPM. Memorandum for See Distribution from: Robert T. Howard, Brigadier General, gs, Director for Operations and Support; Gary L. Purdum, Director of Manpower; and Raymond J. Sumser, Director of Civilian Personnel. 15 October 1990. SUBJECT: Revised Instructions for Army-wide Implementation of Managing Civilians to Budget (MCB).

MOFI-TREDD. Memorandum for Chairman, General Officer/Senior Executive Steering Committee (GOSESC) for Civilian Personnel Modernization from: Harold T. Fields, Major General, GS, Assistant Deputy Chief of Staff for Operations and Plans. ~October 1990. SUBJ: Study of Managing Civilians to Budget (MCB) and TDA Manpower Management.

Memo from: CDRFORSCOM Ft McPherson Ga. to: DA Washington DC. Personal for Gen Sullivan, VCSA, Info Gen Saint, CINCUSAREUR, Gen Foss, CDR Tradoc, Gen Tuttle, CDR AMC. 22 October 1990. SUBJECT: Increasing Financial Flexibility to Commanders.

DACS-ZB. Memo for Gen Sullivan info Gen Saint, Gen Tuttle, Gen RisCassi, Gen Burba From: Gen Foss. 23 October 1990. SUBJECT: Increasing Financial Flexibility.

USAF Brief. Memorandum for: Commander: Deputy Director, USAFISA; and Deputy Director for Documentation from: J. Christopher Leeds, Chief, Manpower Standards Division. 2 February 1991. SUBJECT: Briefing on Air Force Manpower and Personnel Interface.

[SAMR]. Memorandum for the director of the army from: William D. Clark, Principal Deputy Assistant Secretary (Manpower and Reserve Affairs). 21 February 1991. SUBJECT: Billet Level Documentation. For Under Secretary of the Army. Signed William D. Clark, Principal Deputy Assistant Secretary (Manpower and Reserve Affairs).

TAPC-CPP-D. Memorandum for Personnel Proponents For Civilian Career fields and Principal Coordination Points from: William H. Reno, Lieutenant General, GS Deputy Chief of Staff for Personnel. 18 March 1991. SUBJECT: Civilian Integration into the Army Personnel Proponent System (CIPPS).

FCJ8-MRA (570-4). 20 March 1991. Memorandum for Commander, U.S. Army Force Integration Support Agency, ATTN: MOFI-ZA, Fort Belvoir, Va. SUBJECT: Concept of Operations for Centralized Documentation at U.S. Army Force Integration Support Agency (USAFISA). (Copy in BLDS Library, Book Six B)

FCJ8-MRA (570-4). 20 March 1991. Memorandum for Director, Force Programs Integration, Office of the Deputy Chief of Staff for Operations and Plans, Department of the Army, Washington DC. SUBJECT: Concept of Operations for Centralized Documentation at United States Army Force Integration Support Agency (USAFISA). (Copy in BLDS Library, Book Six B)

SAUS. From: Washington DC to: AIG 7406. March 1991. SUBJECT: Managing Civilians to Budget (MCB).

Memorandum for Vice Chief of Staff Army from: William D. Clark, Principal Deputy Assistant Secretary (Manpower and Reserve Affairs). 2 April 1991. SUBJ: Centralized Documentation (CENDOC) Implementation Issues.

DAPE-MBA-PS/8
from: Robert L. Gordon, Major General, USA, Director, Resource Management, J8. to: Commander, Forces Command, Fort McPherson, Ga; and Deputy Chief of Staff for Personnel, Department of the Army, Washington, DC. 26 April 1991. SUBJECT: Documentation of Billet Level Detail in the Army Authorization Documents System (TAADS).

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USAF Brief. PALACE Automate. Desktop Automated Personnel Processes.

BLDS

ASA
M&RA

CONTRACTOR STUDY
BILLET LEVEL DOCUMENTATION
POLICY REVIEW

OVERVIEW

BLDS

- **PURPOSE OF THE STUDY**
- **BLDS TEAM COMPOSITION**
- **GENERAL METHODOLOGY**
- **INTERVIEW SUMMARY**
- **CONCLUSIONS**
- **RECOMMENDATIONS**

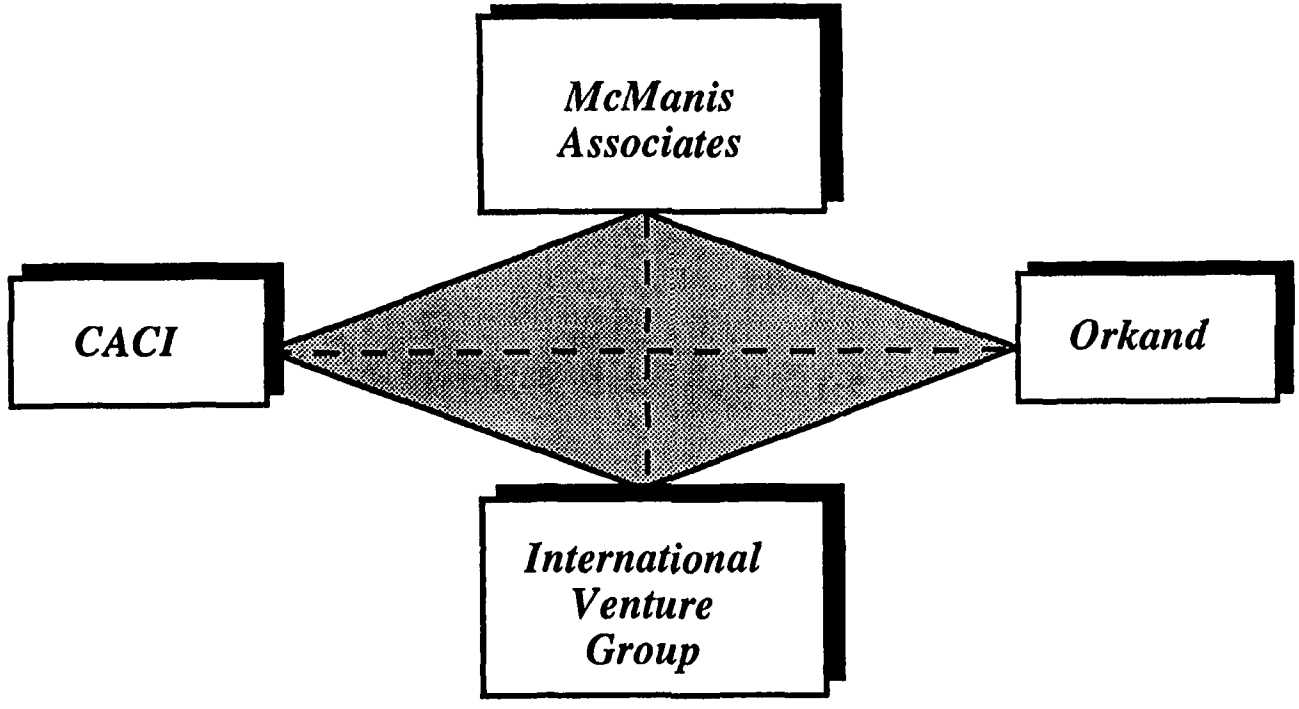
PURPOSE OF THE STUDY

BLDS

TO PROVIDE A TOTAL QUALITY MANAGEMENT ASSESSMENT OF THE NEED FOR MANPOWER DOCUMENTATION AT THE BILLET LEVEL OF DETAIL.

BLDS TEAM COMPOSITION

BLDS



Len Schossler, McManis
John Marshall, McManis
Dave Fee, McManis

Joe Bowers, PM, CACI
Dr. John Alger, CACI

Dr. Harry West, Orkand
John Johnson, IVG
Al Fisher, IVG

GENERAL METHODOLOGY

BLDS

- DOCUMENT REVIEW TO INCLUDE BACKGROUND AND PREVIOUS STUDIES RELATED TO BILLET LEVEL DOCUMENTATION.
- INTERVIEWS WITH KEY INDIVIDUALS EXTERNAL TO AND IN THE ARMY.
- PREPARATION OF REPORT WITH CONCLUSIONS AND RECOMMENDATIONS.
- ASSIST IN IMPLEMENTATION OF ARMY-DIRECTED CHANGES IN BILLET LEVEL DOCUMENTATION POLICY.

INTERVIEW SUMMARY

BLDS

	GO/SES:	COL/15s:	OTHER	TOTAL
OSD & HIGHER	2	4	2	8
HQDA	12	12	11	35
MACOM	7	8	7	22
INSTALLATION	2	2		4
OTHER SERVICES	5	4	5	14
	28	30	25	83

CONCLUSIONS

BLDS

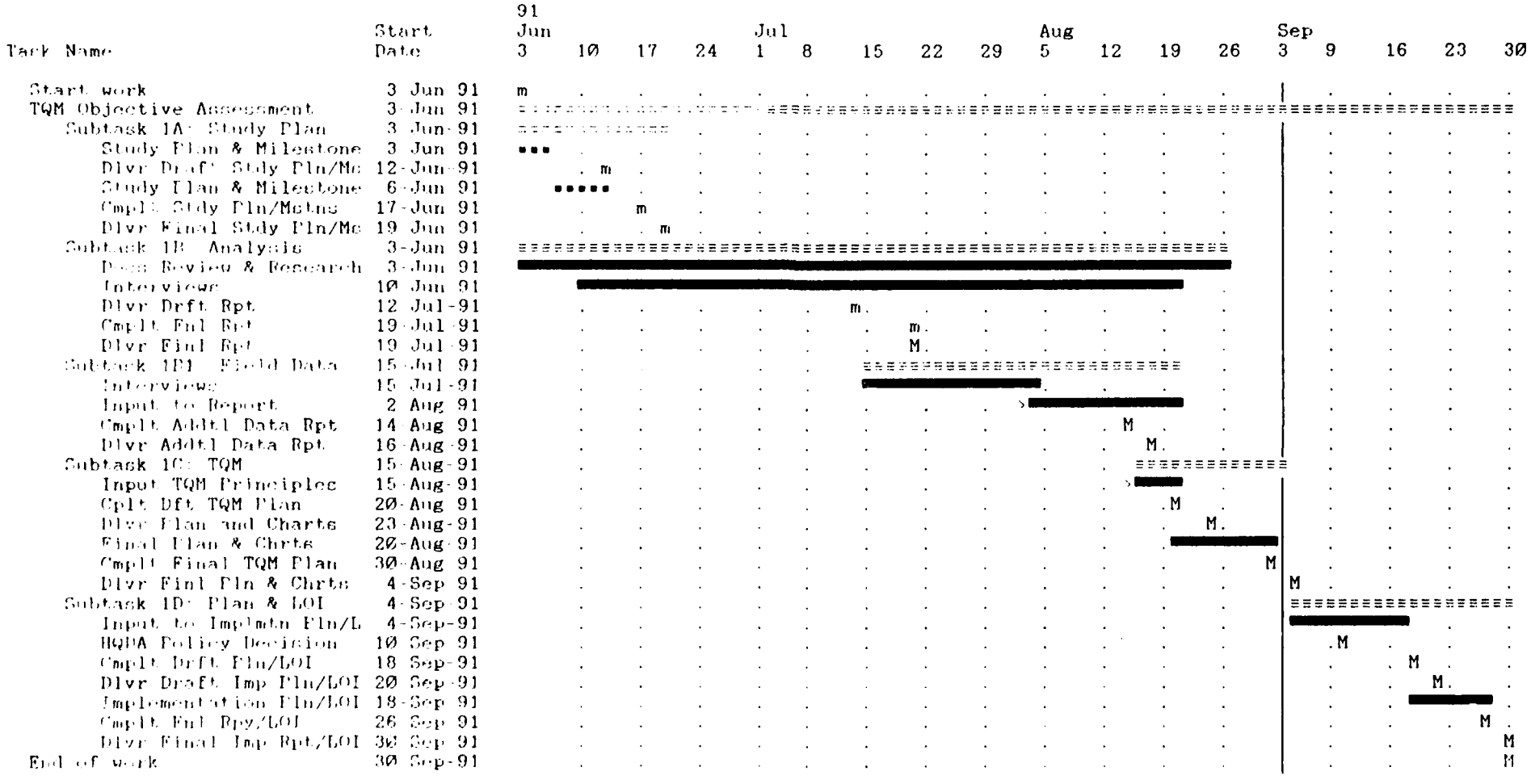
- STATUS QUO REGARDING CIVILIAN DETAIL IS DYSFUNCTIONAL.
- LEVEL OF DETAIL FOR MILITARY IS APPROPRIATE.
- RECONCILIATION OF CIVILIAN DETAIL REQUIRES EXCESSIVE LEVEL OF EFFORT AND IS OF QUESTIONABLE VALUE.
- AGGREGATE DATA IS NEEDED FOR MOST HIGHER HQ REQUIREMENTS.
- PROLIFERATION OF PC-BASED SYSTEMS IS IN RESPONSE TO LEGITIMATE NEEDS.
- ORGANIZATIONAL AND MANAGEMENT DYNAMICS ARE CAUSING FRUSTRATION.
- TWO MOC WINDOWS CREATE EXCESSIVE RESOURCE DEMANDS.

RECOMMENDATIONS

BLDS

- ELIMINATE DOCUMENTATION OF CIVILIAN AUTHORIZATION DATA FROM TAADS.
- INCREASE RELIANCE ON ACPERS FOR CIVILIAN DETAIL DATA.
- PUT A SINGLE OFFICE IN CHARGE OF MANPOWER.
- CONTINUE INITIATIVES TO CENTRALIZE MTOE DOCUMENTATION; DECENTRALIZE TDA.
- ESTABLISH A SINGLE MOC WINDOW TO SUPPORT THE PPBES PROCESS.
- REEVALUATE AUTOMATED SYSTEM; CONSIDER USAF APPROACH.
- REVIEW THE MULTIPLE REQUIREMENTS FOR THE USE OF CURRENT DATA ELEMENTS IN TAADS.
- CONTINUE TO PROMOTE THE TQM PRINCIPLES AS A MEANS TO IMPROVE THE ARMY'S MANPOWER MANAGEMENT PHILOSOPHY.

Schedule Name : APPENDIX H: BILLET LEVEL DOCUMENTATION STUDY
Responsible : Joe Bowers
As of Date : 3 Sep 91 8:00am Schedule File : C:\TL3\OASA_MCB



TIME LINE Gantt Chart Report, Strip 1

APPENDIX I:
IMPLEMENTATION PLAN
BILLET LEVEL DOCUMENTATION STUDY

The implementation considerations and actions that follow are keyed to the recommendations in Chapter VII of the Final Report of the Billet Level Documentation Study, dated 4 September 1991.

1. RECOMMENDATION 1.

1.1 Statement of the Recommendation:

Eliminate the documentation of civilian authorization data in TAADS at the detail level. Aggregate civilian authorization level data can be obtained from the Program Budget Guidance, the Force Accounting System, and the Command Plans. Local commanders should use ACPERS and working TDAs for their detailed civilian data.

1.2 Implementation Considerations and Actions:

The memorandum of 16 March 1989, addressed to the Director of the Army Staff, SUBJECT: Manpower Documentation Policy, reaffirmed the documentation policy stated in current Army Regulations. The memorandum was signed by the Principal Deputy to the Assistant Secretary of the Army for Manpower and Reserve Affairs. It is appropriate, therefore, that the follow-on policy also be addressed by memorandum from the Principal Deputy to the Director of the Army Staff. This policy memorandum should direct the Army to eliminate civilian authorization data from TAADS and additional information as detailed in other study recommendations as pointed out below.

ACTION: Policy memorandum -- OASA(M&RA)
COMPLETION: 1 November 1991

Directives and regulations, such as AR 310-49 and AR 310-49-1, should be updated to reflect the revised policy as soon as practicable. The M&RA policy memorandum should specify that guidance in the memorandum supersedes all earlier contrary guidance.

ACTION: Task ODCSOPS to revise appropriate regulatory guidelines in OASA(M&RA) policy memorandum.
COMPLETION: 1 October 1992

Other appropriate forums for the announcement of the policy change include the Chief of Staff Weekly Summary and the DAPE-CPM MCB Newsletter.

ACTION: Task ODCSOPS for Weekly Summary article and ODCSPER for Newsletter article in OASA(M&RA) policy memorandum.
COMPLETION: 15 November 1991

2. RECOMMENDATION 2.

2.1 Statement of the Recommendation:

Under the current environment, i.e., lack of end strength controls, MCB, etc., increase the reliance on ACPERS for actual strength and position data at all levels.

2.2 Implementation Considerations and Actions:

Implementation of this recommendation should be addressed in the same policy memorandum proposed under recommendation 1 above. The memorandum should emphasize that:

- the civilian personnel community must be made aware of the greater dependency being placed on ACPERS data and hence that leadership emphasis must be placed on quality controls affecting data input, and

- the ACPERS data will be provided to OSD through the DMDC, thereby replacing the civilian authorization detail currently provided through the TAADS.

Informal and formal dialogue with OSD, specifically with DMDC and the Office of the Assistant Secretary for Force Management and Personnel, should be continued to ensure a smooth transition to the new policy. Dialogue would stress the Army's efforts to provide more accurate manpower data in light of severe manpower cuts, would address the policy to eliminate the maintenance of civilian authorization data in TAADS, and would state that civilian billet detail will replace the TAADS data and that greatly improved accuracy in ACPERS is expected to derive from leadership emphasis.

It should be noted that DODI 7730.64 states in paragraph E.9: "Requested reports or data elements which are not available are not required for submission."

ACTION: Emphasize reliance on ACPERS data vice TAADS in OASA(M&RA) Policy Memorandum.
COMPLETION: 1 November 1991

ACTION: ACPERS data replaces applicable TAADS data going to DMDC
COMPLETION: 30 June 1992

3. RECOMMENDATION 3.

3.1 Statement of the Recommendation:

Designate a single office with associated field operating agencies to be responsible for policy, procedures, and processes of civilian and military manpower management.

3.2 Implementation Considerations and Actions:

A Total Quality Management assessment of a proposed organization for Human Resources Management will be conducted as a follow-on study.

ACTION: OASA(M&RA) monitors follow-on study.
COMPLETION: 30 January 1992

4. RECOMMENDATION 4.

4.1 Statement of the Recommendation:

Continue initiatives currently underway regarding the centralized documentation of the MTOE Army. TDA documentation should not be centralized.

4.2 Implementation Considerations and Actions:

Issue should be addressed in the memorandum proposed under recommendation 1 above. No further action required.

ACTION: Announce in policy memorandum -- OASA(M&RA)
COMPLETION: 1 November 1991

5. RECOMMENDATION 5.

5.1 Statement of the Recommendation:

Eliminate the requirement for two MOC windows. Establish a single MOC window at the Budget Estimates Submission (BES) manpower position to support the PPBES process.

5.2 Implementation Considerations and Actions:

This issue should be addressed in the memorandum proposed under recommendation 1 above. A tasking to examine the ramifications of the recommendation should be included in the proposed memorandum with response provided to the OASA (M&RA). Consideration should be given to the elimination of the Jan-Mar 1992 MOC window and the transition to complete institutionalization of the single MOC window should take place not later than the Jul-Sep 1992 MOC window.

ACTION: Task review to ODCSOPS in policy memorandum -- OASA(M&RA)
COMPLETION: 1 November 1991

ACTION: MOC window review -- ODCSOPS
COMPLETION: 1 December 1991

ACTION: Update applicable directives and regulations -- Army Staff
COMPLETION: 1 October 1992

6. RECOMMENDATION 6.

6.1 Statement of the Recommendation:

To integrate systems development for manpower, personnel, and dollar relationships, evaluate the current

Army manpower information management and decision support systems. Consider the initiatives of the USAF.

6.2 Implementation Considerations and Actions:

A Total Quality Management assessment of an integrated automated system to support the organization for Human Resources Management will be conducted as a follow-on study.

ACTION: OASA(M&RA) monitors follow-on study.
COMPLETION: 30 January 1992

7. RECOMMENDATION 7.

7.1 Statement of the Recommendation:

Retain MCB as an ongoing initiative to improve the management of civilian manpower implementation.

7.2 Implementation Considerations and Actions:

The results of the BLDS should be headlined in the next MCB Newsletter. Task to the DCSPER in the M&RA policy memorandum proposed in recommendation 1 with a suspense of 1 November 1991. The article should include the need to direct quality leadership attention to the accuracy of ACPERS input.

ACTION: Task ODCSPER in the OASA(M&RA) policy memorandum.
COMPLETION: 1 November 1991

ACTION: MCB Newsletter article -- ODCSPER.
COMPLETION: 15 November 1991

8. RECOMMENDATION 8.

8.1 Statement of the Recommendation:

Formally review the multiple requirements for the use of current data elements in the TAADS system and the value of the work required to maintain and track such data elements in an environment of reduced resources.

8.2 Implementation Considerations and Actions:

A Total Quality Management assessment of the data elements needed in an integrated automation system supporting the proposed organization for Human Resources Management will be conducted as part of a follow-on study.

ACTION: OASA(M&RA) monitors follow-on study.
COMPLETION: 30 January 1992

9. RECOMMENDATION 9.

9.1 Statement of the Recommendation:

Continue to use the TQM principles (See Chapter V, Section 1.1, page V-1) as a means to improve the Army's manpower management philosophy.

9.2 Implementation Considerations and Actions:

A Total Quality Management seminar/work session should be conducted for key offices affected by the policy changes proposed. TQM principles should be briefed to and consciously guide all those specifically involved in the implementation of the BLDS recommendations and to those involved in manpower management in general. The executive summary and chapters V, VI, and VII of the BLDS

should be distributed to manpower managers throughout the Army.

ACTION: OASA(M&RA) to arrange for seminar.
COMPLETION: 20 October 1991

BLDS
IMPLEMENTATION TIMELINE



Billet Level Documentation Review

Private Sector Visits By Office of the Assistant Secretary

(Manpower and Reserve Affairs)



EXECUTIVE SUMMARY
BILLET LEVEL DOCUMENTATION STUDY
PRIVATE SECTOR VISITS

BACKGROUND

During the course of the Billet Level Documentation policy review, the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (OASA (M&RA) conducted visits to successful private sector corporations to examine their approach to manpower management. Criteria used in selecting the corporations were size and dispersion of the corporation; service and product oriented missions; and reputation for superior human resource programs. The initial selection included: Marriott Corporation; Hallmark Cards Inc; and Ford Motor Company. At the suggestion of Hallmark Cards, the Florida Power and Light Company was added at a later date.

In addition to OASA (M&RA) the team included members from Office of the Assistant Secretary of the Army (Financial Management); Office of the Deputy Chief of Staff (DCSPER); Directorate of Management; and the U.S. Army Force Integration Support Agency. Visits were conducted between July and September 1991; one day was spent with each corporation. The visits consisted of an informal briefing/discussion session with leaders of the corporations at the Vice-President level representing functional areas such as: Finance and Comptroller; Human Resource Management; Employee Information Services; Operational Divisions; and Planning and Resource Allocation. All corporations were extremely supportive of the visit and generous with their time and information. (Detailed Trip Reports of each visit can be found within the Billet Level Review Study package.)

At the outset, the team decided to view the corporations from a broad perspective and not limit the analysis to just the billet level documentation issue. Rather it was decided to study the company's management style; planning and budgeting processes; manpower processes; personnel processes; and automation systems. The following discussion captures the essence of these areas as generally found at these corporations. A crosswalk of terminology between the private sector and the Army is attached to this Executive Summary.

MANAGEMENT STYLE

The management philosophy of all the corporations was

consistently one which espoused the Total Quality Management (TQM) or Total Quality Commitment (TQC) approach to management. This style strongly recognized that it was senior management's responsibility to develop the corporate Vision and provide that Vision to all levels of the corporation. Authority was decentralized to varying degrees, from the Division level in some companies, to the lowest operational unit level in others. Senior management clearly affirmed their "trust" in employees at all levels of the company to perform a quality job and provided them the authority and resources to accomplish the Vision. However, the key to this decentralization of authority was a strong feedback system to hold the lower levels accountable to achieve the performance goals they projected with their budget requirements. In most cases this was through a monthly responsibility reporting system.

It was evident at each company visited that the company culture was both employee and customer oriented. The TQM and TQC philosophies were so embedded in the fabric of the company, that barriers between senior leadership, mid-management, unions, and workers on the production lines had been removed and the team spirit of cooperation was obvious. "Vision leads--trust achieves", seems to best capture this current management philosophy.

PLANNING AND BUDGETING PROCESS

The 5-Year Strategic or Business Plan is the vehicle used to achieve the corporate Vision; the plan varies in length from 3 - 5 years. There is an annual strategic review to assure that earlier assessments and projections are still on track with the market and anticipated production; this then becomes the 1-year Tactical Plan. The plan is usually developed by the senior leadership with input from the General Managers. Some corporations rely on Strategic Planners within the corporation to assist the leadership; others provide market analyses to the General Managers and rely on their best judgment.

The Strategic or Business Plan becomes the blueprint for the Budget. In all companies except Florida Power and Light Company, the budget was built from the lowest business unit up; each successive unit in the management chain reviewed the budget plan finally passing it to the Comptroller for review and approval. In the case of disputes it was elevated to the senior leadership for decision. At FP&L Company, this process was found to be too laborious; therefore they build their budget from the Division level only. Their entire strategic planning and budgeting process has been simplified and streamlined into a six week period. The 1992 FP&L Business Plan Guidelines are provided in the Billet Level Review Study Package.

The Budget reflects estimated workload and the associated headcount costs to accomplish the workload. At all corporations, the role of the Controller was a vital one (except again for

FP&L) with business planners situated throughout all levels of the company actively involved in planning and execution. At FP&L the Controller had been reduced to that of Chief Accountant and Finance Officer with no more responsibilitites than bill paying and keeping the chart of accounts.

Once the Budget is approved by the corporate chain, execution of the budget is decentralized to the lowest levels. Monthly responsibility reporting on execution assures that performance remains on target with reporting flowing up the chain and back again to relay actual performance against stated projections and objectives.

USE OF HEADCOUNT

Headcount or end strength was found to be less and less of a vehicle for management of resources. Rather it was headcount costs which were considered in planning/budgeting decisions as well as in determining restructuring and downsizing actions.

Headcount was estimated based on the projected workload and demand for production as determined by the line managers. The following are used in estimating the required headcount:

Full Time Equivalent Standards: Use of manpower staffing standards was common in the production areas of the corporations. Algorithms were usually applied to estimated workload in the Controller's office or by the business planners located in the production units.

Job Standards: Levels of responsibility as described in job descriptions were also used in determining the amount of workload which could be handled by the individuals.

Historical Workyears: In administrative functions, historical workyears were used to project future workload requirements.

Projected Workload: Based on managers estimates in the business plan.

Estimated Revenue: One of the bottom line considerations in approving headcount was the estimated revenue projected in the company's business plan.

Efficiency Situation: Automation, plant layout, state of the art equipment were additional factors considered in estimating headcount for the business unit.

The headcount estimate was not zero-based each year; only the deltas to the previous year's submission were submitted and reviewed for approval. Although headcount was estimated in line with projected workload and demand, the actual headcount numbers were not controlled other than through the budget process where

they were captured as headcount costs. Managers were allowed to deviate +/- 10% without exceptional actions taken. Deviations greater than that were accommodated through increased headcount (temporaries or rotation of employees from other less productive sectors of the company). Overtime was also used extensively to handle increased workload. Workload was the key factor in determining headcount estimates and cost.

HUMAN RESOURCE AUTOMATED SYSTEMS

All of the companies visited utilized on-line PC-driven automated systems to link all levels of their business to the corporate offices. The unit, regional and corporate offices were linked to the corporate database. At the unit level these PCs were located in the personnel or payroll offices; there were plans to provide these systems to the line managers for planning purposes as well.

The on-line systems were designed for personnel or payroll information requirements; however they either included or linked payroll information; personnel information; position information and in some cases productivity performance information. Reports were available at all levels and the data was updated weekly. Managers at all levels used the automated human resource systems for decision making, planning and execution purposes.

Marriott possessed the most advanced Employee Information System; although the Hallmark system was advanced by our standards, they were in the process of upgrading to a faster on line system. Ford Motor Company was six years behind schedule in acquiring their EIS and felt that once it was on line it may have been outdated in the interim. FP&L used "vanilla" Human Resource Management Systems called "Tesseract" which did require some adaptation to their specific uses. A chart depicting the "Tesseract" integrated systems approach is available in the Billet Level Review Study Package.

PERFORMANCE MANAGEMENT

As described earlier in the Management Style section of this report, the performance management function was key to making the Total Quality Commitment approach to business a success. The performance management responsibilities began at the senior leadership levels with the development of the Vision. It was senior leadership's responsibility to broadcast the Vision to all employees in the corporation so that they were totally aware of the direction in which the corporation was moving. Various methods of broadcasting the Vision were the use of:

Vision Cards: these cards contained the Vision, mission, values and priorities of the corporation. The cards were laminated and given to each employee. They were updated every six months to reflect the new direction or changes in priorities. In this respect each employee was provided the

Vision of the senior leadership and could be held accountable for achieving it.

In-house Television: The President frequently addressed the employees on in-house television sets discussing current business performance. High achieving business units and employees were recognized. The frequent communication by the senior leadership in a visible way to all employees helped to reinforce company priorities and assure the Vision was meaningful.

Local Area Networks: Communication through the LAN was another vehicle for zeroing in on current priorities and shortfalls within the company. Automated bulletin boards also posted news of employee interest.

Responsibility Reports: These reports were the key vehicle for performance measurement. Each month the business units would submit their performance estimates and results according to their records to the Controller. Within a week, the Controller fed back their actual execution results as reflected by the corporate financial systems. Deviations were highlighted and headcount adjustments were applied depending on workload levels and performance. At Hallmark, employees are multi-trained and multi-skilled so as to rotate between business units depending on the results of the responsibility reports. It is a key function since the performance is never allowed to be much off target without resulting loss in revenue.

CONCLUSIONS

The conclusions drawn from our visits were extremely beneficial to the Billet Level Documentation Review. A matrix of private sector management processes compared to those of the Army is also attached to the Executive Summary.

First, it was evident that a single purpose billet level documentation system, similar to The Army Authorization Documentation System (TAADS) did not exist in the private sector. Rather the position data was captured as a part of an integrated payroll or personnel system database.

Secondly, the manpower function no longer existed as a separate function in the private sector. Rather it had been incorporated into Human Resource Management along with the personnel, development and compensation functions. This holistic approach to management of human resources allowed all levels of management to focus on all aspects of this important resource when making decisions. The role of the Human Resource Manager is that of a directly involved business advisor to all levels of the corporation.

Thirdly, it became apparent that the billet level

documentation issue was a symptom of larger problems associated with the Army resource management systems, i.e., it was not the problem. Comparisons to private sector practices indicate that Army manpower, financial and personnel systems are:

a. labor intensive;

b. complex;

c. not properly integrated;

d. not responsive to decision makers.

The study group also concluded that the maintenance of excessive detail in manpower, financial and personnel systems is a drain on scarce Army resources. Genuine resource savings can be achieved through a more simplified business approach.

WHERE WE GO

The business approach to Human Resource Management will undergo further consideration by OASA (M&RA). As a result of these efforts, we are developing a revised vision for management of the Army's human resources. A follow-on Total Quality Management (TQM) study has been awarded to McManis Associates to pursue the results of this initial private sector study and determine how state-of-the art Human Resource Management philosophies, processes, and automated systems can be applied to the Army. In doing so, McManis will also "benchmark" the Army against the U.S. Air Force and U.S. Navy to determine where achievements in the other services can possibly be adapted by the Army. This is the beginning of a manpower management transformation--we will seek to manage the Army's most precious resources in the most efficient, effective and responsive ways to all levels of the Army.

Suzanne Carlton
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TERMINOLOGY

ARMY	BUSINESS
MANPOWER/PERSONNEL	HUMAN RESOURCES
AUTHORIZATIONS	HEADS
END STRENGTH	HEADCOUNT
COMPTROLLER	CONTROLLER
MANPOWER/PERSONNEL MANAGER	HUMAN RESOURCE MGR
PPBES	5 YR STRAT PLAN/BUDG
PBERS	RESPONSIBILITY RPTS

	SIZE	MANAGEMENT STYLE	PLANNING PROCESS	BUDGET PROCESS	USE OF HEADCOUNT	ROLE OF CONTROLLER/
MARRIOTT	9,000 Salary 80,000 Hourly + 38,000 Client Employees	Tightly Centralized Management Control	Annual Strategic Review - Top Driven - Strategic Planners - Division Presidents - CEO is ultimate arbiter - Basis is Projected Sales(workload)	Calendar Year - Human Resources Budgeted as Averages - Budget based on Annual Strategic Review - Top Driven	- Establishes headcount in budget based on standards(averages) - Deviation allowed by unit managers - Part Time mix - Additional heads OK (contract charged to pay for)	- Not involved in Personnel Cost Decisions - Only "battles" are over Project/ Equipment Funding
HALLMARK	17,000 Full Time 5,000 Part Time Totally Non-Union	- Decentralized Management - Total Quality Commitment - Employee Empowerment	Annual Business Plan - 5 year Strategic Plan - 1 year Tactical Plan Bottom-up process by general managers (50 separate submissions) - Controller Reviews - President Reviews - No Strategic Planners - Basis is Projected Production/Sales (workload)	Calendar Year - Budget based on Business Plan - Bottom-up process includes head-count/costs - Controller Reviews - Managers execute 2 Budgets - Operational (measured) - Administrative (historical) - Monthly Execution Feedback	- Headcount established in budget based on: Job Standards FTE Standards Historical Records Estimated Revenue Efficiency Situation - Controller reviews Headcount estimate; cuts fat - Headcount Execution - Zero-Sum headcount - Demand drives rotation of heads between work centers	- Chief Finance Officer - Tax - Investments - Controller - Budget - HR Headcount - Team Player - Establishes company wide uniform chart of accounts

	SIZE	MANAGEMENT STYLE	PLANNING PROCESS	BUDGET PROCESS	USE OF HEADCOUNT	ROLE OF CONTROLLER/
FORD	50,000 Salary U.S. (Non-Union) 100,000 Hourly U.S. (Union) +250,000 Worldwide Employees Doesn't include Part Time, Temps	Decentralized Management - Division General Offices provide VISION - Even during crisis mgt decentralized authority exists	5-Year Business Plan updated annually - Bottom-up process by plant manager within each activity -Basis is Projected Production/Sales (workload)	Calendar Year - Budget based on Business Plan - Formulated by Business Planners/ Plant Mgrs located in each activity - Not zero based Headcount included in budget - Quarterly Execution Feedback	Headcount - Established in budget based on Plant Mgr/ Business Planner estimates - Not used as mgt control - Quarterly review by Div Chief - +/- 10% allowed	Strong Finance Role - All senior ldrs former Finance - Business Planners in each activity - VPs/CFO make major decisions - "Cost" vs. head-count - Establishes Company wide uniform charts of accounts
FP&L	15,000 employees	Decentralized management - TQM advocate - Winner of "Deming" Prize - Flat organization	3-year business plan Environmental scan - Future environment - Consistency of basic assumptions FP&L vision and strategies Plans and Perform-ance measures Resource Allocation	3-year business plan Calendar year Functional business plan simplified outline - unit description/ mission - situation analysis - unit objectives - performance measures/targets - unit strategies - risks/opportunities - action plan summary	Workload analysis - minimum necessary - grow only if needed - hiring freeze in place	Weak role - directs record-keeping function - accounting & finance - payroll moved to HR - budget moved to VP Planning & Resource Allocation

ARMY	SIZE	MANAGEMENT STYLE	PLANNING PROCESS	BUDGET PROCESS	USE OF HEADCOUNT	ROLE OF CONTROLLER (ASA/FM)(DPAE)
Mil Off 101,500 Enl 617,500 Cadet 4,600 Civ US 336,500 FN 57,700 NAF		AR 5-1 (simple process) - Top driven goal-based orgn - Strategic Mgmt Planning - Mission - Goals - Objectives - Systems Perspective (Broken) - Performance Management Perspective - Centralized Hqs Control - Personality/Orgn culture	AR 1-1 (complex) - (DCSOPS) 4 years - Force Requirements - Objectives Planning TAA - Planning Documentation - Complex Process - Resource Constrained - Often Disconnected to Budget Process	AR 1-1 (complex) PPBES (ASA(FM)/DPAE) -Centralized control -Detail data Programming (DPAE) (Centralized Control) (Detail) (Not zero based) -Budgeting (ASA(FM)) (Centralized Control) (Detail) - Headcount based on resources available (authorizations) - Historically based workyears - Bottom-up Build - MACOM/HQDA Review & Approval (DCSPER, ASA(FM), DCSOPS) - Fragmented Responsibility Execution (ASA(FM) - PBERS - Quarterly	- AR 570-4 (complex) Requirements determination (workload) (USAFISA) - MS3 - MP Survey - Authorized Headcount in MP Addendum based on estimate of manpower that budget will support (USAFISA/ ASA(FM) - Official Headcount reported by Civilian Personnel to OPM(DCSPER) - No Overall Civilian Headcount Controls (End Strengths) - MCB Flexibility Up to Requirements Base - Documentation of Headcount seen as obstacle - Dollar reductions drive headcount reductions	- Program Development - Budget Formulation - Execution - Resource Analysis - Strong Function - Civ/Mil Costing - Uses Army-wide chart of accounts interpreted by each reporting activity; therefore, questionable uniformity -DCSRMs control dollars/manpower at lower levels -Dollars/manpower separate at HQDA

	ROLE OF HUMAN RESOURCE MANAGER	USE OF STAFFING STANDARDS	APPLICATION OF STANDARDS	USE OF TQM	USE OF FULL TIME, PART TIME	USE OF OVERTIME
MARRIOTT	- Positions - Personnel - Productivity	- Averages by Product Line - Gross Numbers - Averages Computed 3 Times a Year - Planners Use Standards in Annual Strategic Review	- Averages Budgeted For - Averages Cost and Reflected in Budget Contract With Clients - Demand May Drive Contract Changes		- Budget/Contract Based on FT - PT Use Can Cut Costs As Long As Quality Remains	Yes
HALLMARK	- Pilot Test of HR Function Decentralized Assist to Line Manager Level Classification/Organ Structure - Succession Planning (300 Candidates) - Career Tracking - Generalists Compensation Employee Relations Career Development	- Used as Tool to Develop Strategic Plan and Budget - Not an Obstacle During Execution	- Algorithms/Standards Used by Controller - Applied Against Operational Budget Workload/ Headcount Estimates - Extensive use for planning, budgeting - Uses execution data and historical workload to develop standards for office (admin) staff	Total Quality Commitment - Employee Responsibility - No Quality Assurance Dept- Facilitation Replaced	- Encourage Part Time - Separate Benefit Rate For Part-Time - Costed in Budget	
FORD	Employee relations function (weak role) - no headcount role - decentralized decision making - organ structure - grade level Div Gen Office/Plant Mgrs/Personnellists meet monthly	- Relies on standards in production. Headcount based on cost estimate - Same standards used to manage hourly workforce (production line)	- Standards applied in production area; applied by controller in estimating costs.	- Quality at source - No QA Center - Employee Responsibility	- Part-time temps are not counted - No benefits - Do not encourage use	- Overtime Encouraged to Meet Peak Production vs. New Hires - OT used to meet 1980's surge in production

	ROLE OF HUMAN RESOURCE MANAGER	USE OF STAFFING STANDARDS	APPLICATION OF STANDARDS	USE OF TQM	USE OF FULL TIME, PART TIME, INTERMITTENTS	USE OF OVERTIME
FP&L	Strong role Senior VP - all personnel policies/ procedures streamlined - innovative classification practices - flexible benefits program - compensation (payroll function) - headcount (minimal use - managed complete restaffing of organization - decentralized recruitment	- minimal	- minimal	- pioneer in TQM - winner of "Deming" Prize	Use of temps and part-time based on dollars available	Use based on dollars available
ARMY	- AR 570-4 Manpower/ Personnel Policy (ASA(MRA)DAPE - Split responsibility (DAPE/DCSOPS) - Official Headcount Report to OPM - Maintain personnel database - Authorizes Training - Centralized Referral - No Civ Succession Planning	AR 570-414 - TDA Army - 53% of functions complete - 29% in progress - Requirements baseline (workload driven)	AR 570-5 - Applied approved standards as basis for budget (historical workyears) - Update on 5 year cycle average - TAA Planning - Mobilization requirements model	- Emerging Program - MCB Initiative	AR 570-4 - Limited Use - Not Encouraged - Job-sharing Encouraged	- Judicious use - Bureaucratic control/approval process - Audit records required

	LAYOFF POLICY	RETRAINING	HUMAN RESOURCE SYSTEMS	FINANCIAL SYSTEMS	DOCUMENTATION
MARRIOTT	- Headcount Lay-offs Based on Loss	None	- On Line PC Driven - Unit Level - Regional Level - Corporate Level - Updated weekly - Positions - Personnel - Productivity - Master Payroll System	- Tracks Cost/Profit Data - Separate From Personnel Master File - Query Capability - Functionally - Regionally	- HR System can provide reports at unit regional corporate levels
HALLMARK	- No Layoffs Policy - Retrain and Reassign to Meet Productivity Demand	Retraining Ongoing - Generalists - Multi-skilled - Matrix Teams	Employee Info System (EIS) - Mainframe - Developing PC/LAN to Line Managers to Use as Planning Tool - EIS Contains - Personal History - Salary History - Job Profiles - Training - Educ Level - Benefits - Produces Reports - Deals in "Faces"	Separate Financial System - Common Data Elements to EIS - Uses FTE (Headcount)	- TDA like document exists - Used for planning by controller
FORD	- Layoffs - "Total Cost" vs. "Headcount" - Total cost to be saved includes: - pay cost - OT - consultants - contract functions	None	Human Resources Information Management System (HRIMS) - Mainframe - Personnel data only - New system will integrate payroll/cost data & be PC driven at lowest level - New system 6 yrs late	2 Finance Systems - Payroll - Other finance costs - Integrates with HRIMS at Corporate Headquarters	- Reports can be generated from HRIMS

	LAYOFF POLICY	RETRAINING	HUMAN RESOURCE SYSTEMS	FINANCIAL SYSTEMS	DOCUMENTATION
FP&L	Implemented company-wide restructuring - total personnel shuffle - ground zero re-staffing - cut 1500 personnel - hiring freeze in place except for critical positions	- internal restaffing training - support services for displaced employees	the Tesseract System "Vanilla" package interfaces: - Benefits Plan Admin - Claims Processing System - Investment Plan Mgt - Payroll System - Personnel Mgt System - Position Control System - Reports to Sr VP Human Resources	Financial Accounting Reporting System - Ledger files - Audit trail - Work order files - General Accounting System	- Position Control System not in place; optional package under consideration
ARMY	- RIF last resort - Reduce - Temporaries - Overtime - Travel - Part-time - Consultants	- Poor retraining record - Cannot train for skills external to Army - ACAP (ASA(MRA/PERSCOM) - Army placement program	- ACPERS (civ detail) - Mainframe w/PC application - User unfriendly - All PER data; limited FM, MP data - System being fielded - TAADS (civ detail) orgn/headcount structure - SIDPER (mil detail) - IMP/FAS (SAMAS)(aggregate) - Various unconnected systems - Other MACOM/Installation Manpower Systems	- CMORE - CMOD - BMIS - PROBE - STANFINS - Multiple data elements - Parallel but not connected to HR systems	TAADS TAADS-R - Multiple Data Elements - Cumbersome Approval Process - Documents frequently out of date - No personnel data

	COMMUNICATION SYSTEMS/VEHICLES	FEEDBACK SYSTEM	PERFORMANCE MEASUREMENT	INCENTIVES
MARRIOTT		- Monthly sales vs contract	- On line system - Monthly sales vs contract	- Cash bonuses for performance over
HALLMARK	- Local area network - TV monitors - Daily newsletter - VISION cards	- Monthly responsibility reports	- Monthly responsibility report evaluations	- Bonus cash awards - Employee spotlights - Career succession planning
FORD	- TV monitors - VISION cards	- Quarterly performance reports - Ten day sales reports	- Ten day sales reports	- No bonus awards - No cash performance awards - Annual performance appraisal
FP&L	Local Area Network - newsletter - quality bulletins	- performance reports not fully revised	- under development	- suggestion awards
ARMY	- HQDADSS	- PBERS Quarterly Report	- PBERS Quarterly Report	- Cash performance awards - Suggestion Awards

MEMORANDUM FOR RECORD:

SUBJECT: Trip Report - Visit to Marriott Corporation

1. Subject visit was conducted on June 18, 1991, to Marriott Corporation Headquarters, 10400 Fernwood Road, Bethesda, MD. Attendees were Mr. Robert Bartholomew, Mr. Harry Irvine, Dr. Cal Fowler, Mr. Jay Aviles and Mrs. Suzanne Carlton. The group met with Mr. Rudy Patero, Chief, Human Resources Division, Marriott Management Services Division.

2. Background Information on Marriott Corporation: Multi-faceted organization comprised of four major divisions: Hotels/Lodging; Senior Living Services; Management Services; Host Travel Service.

Employs over 9,000 managers and 80,000 hourly employees. This number increases to 127,000 when counting employees paid for by the client company. They have about 3,000 accounts open, with over 6,000 units in operation.

3. Planning Process: The Marriott Corporation budget year runs on the calendar year. The "Annual Strategic Review" starts the budget process in May and continues through three iterations by year's end. The Annual Strategic Review looks at: the performance of the previous year (s); market studies; skill requirements needed to compete in the market and subsequent personnel impacts; and bringing all of this together to create a budget. The Annual Strategic Review process consists of:

a. Meetings of Division Presidents and Strategic Planners;

b. Generation of new plan;

c. Testing of the new plan;

d. Updating of the plan.

Both the Division Presidents and Strategic Planners work together to achieve the strategic plan. The Division Presidents represent the subject matter experts and the Planners are the market studies experts. The crux of the process is a dialogue back and forth between these levels to answer two questions: "What's the business going to look like?" How much to increase sales (how much growth)?" The ultimate arbiter for the process is the Chief Executive Officer (CEO). Tightly centralized management control (to include manpower) is necessary in a business such as Marriott.

4. Personnel Staffing: Once the amount of growth is decided, planning for personnel growth is done in gross numbers. Planners work with averages by product line, in that each unit is different in size. Averages are computed about three times per year. Averages are used because there is a lack of symmetry in the organizations and the dynamic environment in which the company operates requires a simple system to develop the staffing requirements. These averages serve as "standards" and these are budgeted for in the division budgets. The Division plans also include the dollars required in their budget estimates. There is a constant updating of plans. Demand drives the budget process.

The size of the work force at the unit level is controlled by what is stated in the contract. During the contract negotiation process, the Marriott Corporation has a good understanding of what size work force is needed to provide the level of service being contracted for. In essence, they have tightly controlled standards, from which they negotiate; they will not negotiate below their acceptable profit margin.

If the unit manager wants to increase the size of his work unit, he must negotiate with his client in order to get the funds to pay for the new hire. Another option is to convince his district manager to provide the funds in those cases where negotiations might not be prudent at the specific time. The unit manager can vary his work force by hiring less, or mixing types (part-time, intermittent in place of full-time), as long as he keeps up the quality of the service. This is a way for the manager to lower his costs, increase his profit, and be rewarded by a larger bonus. From this point, goals for the next year are set based on the contract.

5. Documentation of Personnel: A master file is kept on each person employed. Data entry is made at the employing unit (or nearby unit if the employing one does not have a computer) and goes directly to the mainframe at Division headquarters. Hard copies of transactions are kept in a local personnel file as well as forwarded up to District and Regional levels as required. The file maintains not only personnel data, but also position data and financial (payroll) data. It is updated on a weekly basis. The data elements in the database allow detailed management reports to be generated at the Division level. Less detail data is provided to the Corporate data base. Codes provide the level of detail; Occupation Codes are determined by the strategic Planners. Occupation Codes drive the grade levels. The system can be queried regionally, functionally.

Separate from the personnel master file, a financial data base tracks the cost/profit information. This also can be queried regionally, functionally. The only "battles" which occur with the financial managers (comptrollers) are over which projects to fund or equipment to buy. The comptroller is not involved in personnel costs or decisions; the positions decided upon in the Strategic Annual Review process (by the strategic planners and division presidents) are the basis for staffing decisions and can only by changed at the operating level if new contract terms are developed with the client to fund the additional positions.

The beauty of the system is its simplicity and that only one system performs manpower and personnel management.

6. Financial Planning: Based upon the Strategic Annual Review, the budget reflects the negotiation between the strategic planners and division presidents. Budgets are developed by division and each unit receives a portion of the budget with its personnel

positions identified ("averages" determine the number of positions). From that point on, the profit motivation determines the mix of employees, number of employees (based on contract adjustments) and the amount of profit or loss which the unit will accrue. Unit profits are recognized in the form of bonuses. Also, it is often necessary for a profitable division of the corporation to offset the loss suffered by another division (e.g., recent losses by the Lodging/Hotels Division have been offset by the Management Services Division).

7. Productivity/Personnel/Manpower: The Human Resources Division has responsibility for three functions which are managed separately in the Army. The Manpower (position structure), personnel (faces), and productivity of employees are all the responsibility of this division. At any given time, Mr. Patero can determine who the top candidates for promotion to certain levels are within the company. Training, transfers are all handled by the division.

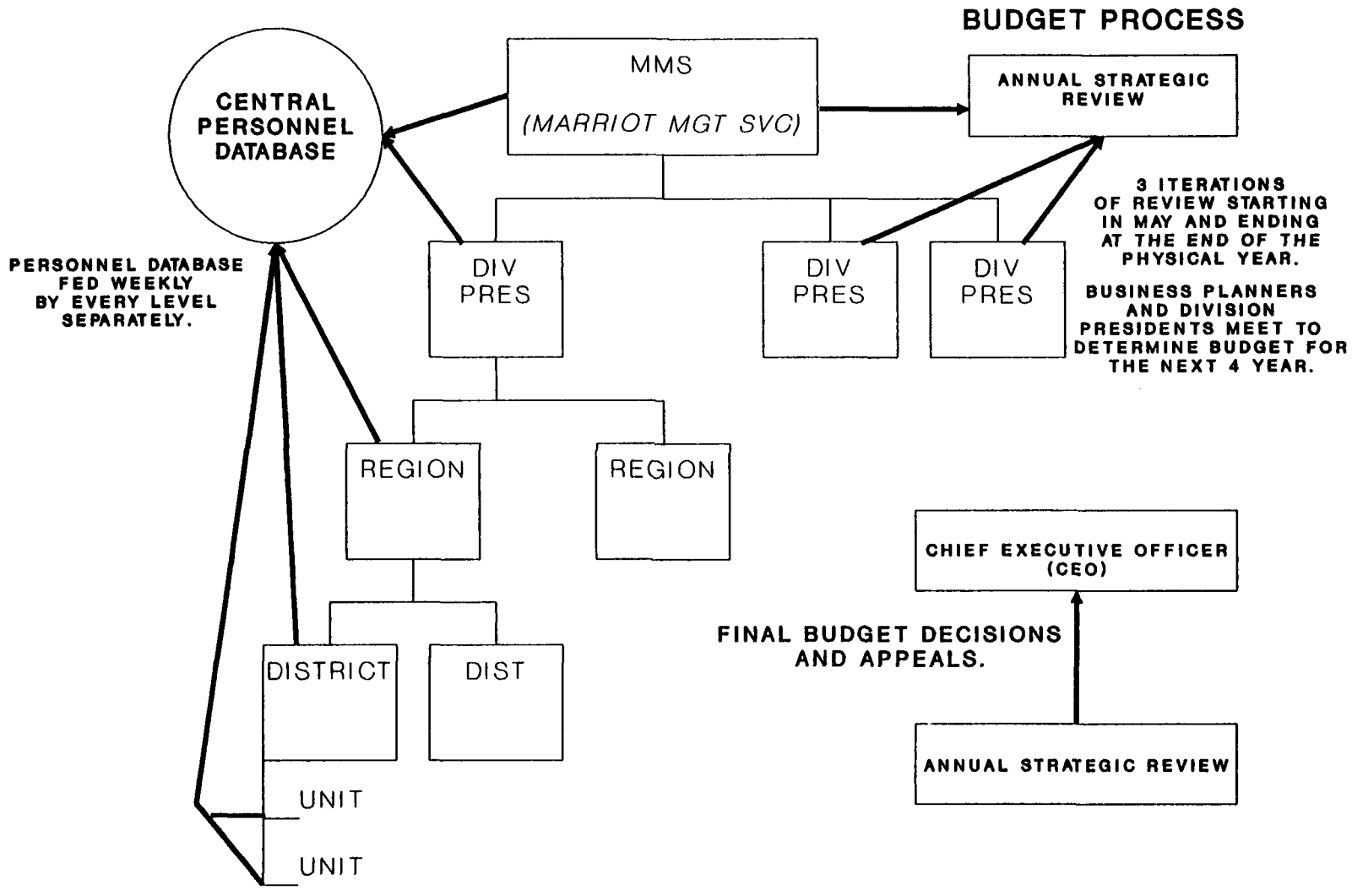
8. Lessons Learned: The visit with Marriott was extremely beneficial and enlightening in many respects. Lessons which may be of use in addressing the Army manpower systems for the 1990's are:

a. Combine the TAADS/ACPERS manpower/personnel systems into one automated on-line system from installation, MACOM, and HQDA levels. Document manpower requirements based upon manpower surveys or MS3 standards and authorizations at HQDA. Allow authorization changes to be made in the Execution year at installation level based upon MCB if the budget permits. Combine personnel (faces) data into the TAADS system or expand the ACPERS system to include essential manpower/financial data elements. Update weekly. Consider incorporation of productivity measurement (performance measurement) information in the same personnel system.

b. Enhance the use of part-time, intermittent personnel against full-time requirements. Reward the managers who achieve the most cost savings through bonuses. Measure productivity and record in manpower/personnel system.

c. Clearly redefine the roles of the financial management and manpower communities at HQDA and responsibilities for each in determining and resourcing human resources. Consider consolidation.

SLICE OF MARRIOT STRUCTURE



MEMORANDUM FOR RECORD:

SUBJECT: Trip Report - Visit to Hallmark Cards

1. Subject visit was conducted on July 9, 1991, to Hallmark Cards Inc., Kansas City, MO. Attendees were Mr. Chris Leeds, Dr. Cal Fowler, Ms. Gina Mehal, Mr. Harry Irvine and Mrs. Suzanne Carlton.

2. Background Information on Hallmark Cards, Inc.:
Hallmark Cards, Inc. employs 17,000 full-time employees and 5,000 part-time employees. The company produced $3B in sales in 1990 and has had a steady growth pattern since the early 1980's. The business is dedicated to furthering personal communications. The environment is one which stimulates creativity, empowers employees, furthers security of employees through a no-layoff policy (retraining as an alternative), and provides superior benefit packages. The company is organized around product function, e.g., Manufacturing (Hallmark Brand, Ambassador Brand), Human Resources (Hallmark Brand, Ambassador Brand), Graphics (etc.). See attached organization chart for illustration.

3. Interviewees were:

a. John Beeson, Manager, Management and Organization Development.

b. Bob Bloss, Human Resources Director - Hallmark Brand.

c. Joe Colello, Graphic Arts Human Resources Director.

d. Homer Kay, Assistant Controller - Operations.

4. Planning Process: Responsibility for the Annual Business Plan lies with the General Managers (versus the Human Resource Managers); 50 different business plans are reviewed by the President. There is a 5-year Plan and a 1-year Tactical Plan. The annual business planning process translates directly into the annual budget. The business plan is set up in a prescribed format and is reviewed up the corporate chain to the president. Each organizational entity formulates a business plan which is submitted to its product area office and will eventually be seen all the way up to the president. The budget process begins in July when the managers submit their estimate. There are few Strategic Planners but a large Market Research Group assists the General Managers in estimating the future production. The industrial engineers and the financial managers also review the projected workload and eliminate fat. Once approved by the corporate chain, management of the budget is once again decentralized with the manager maintaining a large amount of discretion in the execution of his budget.

5. Personnel Staffing: Human Resource planning is linked to the Annual Business Plan and thus the budget includes the "headcount" for the organization. The Human Resource plan begins with a review of current "heads" (authorizations or bodies) to determine if there is enough to perform next year's planned production. (Questions are answered as to the need to redirect, retrain, or redeploy other resources). The "headcount" for the annual plan is based on:

a. Job Standards
b. Full-time Equivalent Standards
c. Historical Records
d. Revenue to be Generated
e. Efficiency Situation

NOTE: Two portions of the annual business plan are developed in different ways:

The Operational budget (manufacturing) uses standards to determine staffing based on workload. The variable budgeting system then turns out how many "heads" will be needed next year. If work isn't there you don't get the budget.

The Administrative budget is less measurable--based on historical records and is much more subjective.

The annual headcount is not zero-based; it goes year to year and the annual business plan adjusts for increases--very seldom reduces. Standards are used in the manufacturing areas; only the sales area uses revenue to measure productivity. Monitoring control of headcount is the Financial Manager's (Controller) responsibility. The line manager recommends headcount and the Department Manager determines if the budget will allow the number.

Once the budget estimate (including headcount) is submitted to the Financial Manager, the industrial engineers look at projected workload and eliminate fat. Once the budget is approved (September) by various Operating Committees, the Department begins using it in January. Once in execution, if increases are required, company productivity is evaluated throughout the corporation and the financial manager will consider moving people from one unit to another. They rarely go outside.

The use of part-time personnel is encouraged. A separate benefit rate for part-time personnel is used in the costing model.

Overtime use is also encouraged if budgeted for and full employment is being achieved. (Personnel not fully employed in another work center would be utilized before overtime is used, providing proper skill match exists). If overtime has not been budgeted, a formal approval process is required.

Due to the fast growth of the company during the early 1980's, a lot of layering and padding of headcount to inflate grades developed. In 1986-87 timeframe, an organizational analysis was contracted out--results were decentralization and delayering of the organization (streamlining). The span of control was established as eight. Senior managers were required to display average span of control and layering trends in their annual plan review. Data submitted is matched against historic data. Managers also measure "churn"--average time people stay in jobs.

7. Human Resource Function: The Human Resource function is piloting a test program in the Hallmark Brand Division that moves the HR Manager closer to the business operations. This is a move from centralized to decentralized control. Goal is to get HR managers to work with line managers on a day-to-day basis. This move is as a result of the line managers' frustration with human resource decisions ("ivory tower" perception)--such as starting new benefits without need for establishing new personnel policy without an apparent need from the line managers' perspective.

Some effort is dedicated to succession planning--the development of future leaders for the company. Career tracks are laid out. While single rung career ladders were followed in the past, there appears to be a move toward encouraging future leaders to work up more than one functional career ladder, resulting in more diversified candidates (generalists). Both internal and external sources of training are utilized. A candidate pool of approximately 300 people is highly managed as potential future leaders.

Human Resource personnel within Hallmark are generalists. The primary areas they work in are compensation, employee relations, and career development.

Hallmark also follows a "no layoff" policy within the company and this has led to strong commitment between management and company employees. In order to adhere to this policy, the HR department is responsible to monitor the production trends within the company, and be responsive to retrain and reassign employees throughout the company in accordance with productivity requirements.

8. Automation: The Human Resources Employee Information System (EIS) was developed to pay people; it is being expanded to fulfill line manager planning needs. The current mainframe administrative aspects of the EIS contain:

Personal History
Salary History
Job Profiles
Training
Educational Level
Benefits

The data is entered by the HR personnel at organizational level. The system is capable of producing special reports that resemble a TDA. Local Area Networks through PCs are being developed to connect into the EIS to manipulate data for planning and forecasting at line manager level as well as succession planning.

One HR manager (Bob Bloss) stated that Hallmark did have a document similar to the TDA and that the Controller used it for planning purposes; when speaking to the Controller, he was not familiar with the document. This document was supposedly composed of full-time equivalents rather than "heads" which are in the EIS.

A financial system is maintained separate from the EIS, but is linked by common data elements. The financial system deals in FTE while the EIS deals in faces. There are some problems in the linkage due to the FTE vs Face approach of the two systems. Thus, some reviews/comparisons are done at the aggregate level.

9. Costing: Hallmark, like other profit companies, is revenue driven and bottom line oriented. Each Vice President has bottom line profit that he has to achieve. In estimating head costs, they do not use specifics or eaches; rather they rely on average costs per head, total headcount by department, value added and an aggregate picture.

An Operational Budget is used for the Manufacturing side of the corporation. It uses an activity based budget; the managers determine production requirements; the Controller uses standards to determine staffing based on workload. This is then given to Manufacturing who makes decisions as to production priorities. A variable budgeting system turns out how many "heads" will be required for the next year. If work isn't projected, you don't get the budget. The "manufacturing" divisions of the company state in their master plans, what they are going to make. This data is entered into a computer data base without value added and run through algorithms for determining FTE and costs. The output of this process is the number of heads. Average costs are then used in developing the head counts.

An Administrative Budget is prepared for the non-manufacturing areas, the process is less measurable and therefore is more subjective. Managers base their projected headcount on historical records.

There is a centralized chart of accounts against which people are paid. The system is so complex that people misuse them. However, Monthly Responsibility Reports are used to provide feedback to the line managers on productivity performance. The line managers are provided the following: budget estimate to include projected production; performance output as reported by line manager; actual performance output recorded in system. Headcount standards compared to actual execution and planned production = difference (positive or negative). Business units must pay for negative differences and excess employees moved elsewhere in the company where production is above projections.

The Controller is responsible for headcount; however, it is a shared responsibility with HR to manage headcount to zero sum hires in order to avoid layoff. Controller uses algorithms (operational and manufacturing areas) or historical costs (administrative areas).

10. Company Culture: The Hallmark philosophies of Total Quality Commitment and Employee Empowerment were evident in the environment and demeanor of all the managers with whom we met. Teamwork, partnership, quality, commitment were not just buzzwords--they were part of Hallmark's fabric. Points which briefly capture this overall approach to business and commitment to employees are:

Beautiful working environment which fosters creativity . Artwork, plants, open, well-lighted office areas, individuality of employees noticeable in office areas, courteous receptionists and pleasant entrance areas. Office complex is part of the Hallmark owned Hall Crown Center, the largest shopping center in Kansas City--employees can walk to lunch and eat and shop at a considerable discount (-20%).

Information sharing from corporate levels to lowest work centers on a monthly basis. Corporate vision and goals, as well as current performance towards the vision and general company information is passed to all employees on a regular basis either through written newsletters (daily) or computer networks. In this way, Hallmark considers each employee responsible for achieving corporation goals and vision priorities. The Hallmark Business Priorities are also printed and given to each employee on a 5x7 card which is easily available.

Total Quality Commitment. Hallmark has done away with quality assurance centers in its company and instead has turned to quality at the source (employee). There is a Quality Assurance Administrator whose purpose is to foster quality commitment throughout the company at all levels. Centers of Excellence also exist. The Quality Administrator performs a statistical analysis of quality trends and highlights these to the company.

Benefits Package. Benefits are generous and appreciated by the company. The employees also own a third of the corporation and thus have a vested interest in its success.

No-layoffs Polity. Similar to the Japanese, Hallmark is committed to the employment of its people. Rather than layoff any employees, it retrains and reassigns employees from areas which are under production to those which are struggling to meet production requirements. This philosophy fosters employee loyalty and also produces multi-trained and skilled employees.

11. Lessons Learned. The visit with Hallmark was extremely beneficial and productive inasmuch as we were able to visit a broad spectrum of the company operations. Actually what the visit provided was a look at an entirely different philosophy of managing human resources and doing business than that which the Army uses.

Hallmark believes in Total Quality Commitment and Employee Empowerment which really reach far beyond the term quality--it encompasses a philosophy and company culture which exemplifies trust in its employees in all regards. The line manager is allowed to structure his organization and estimate his staffing to get what he needs to get the job done. This is carried so far that the company does not rely on Strategic Planners for planning; it empowers the line managers and department managers to use the market studies provided to them, historical records and estimated production to estimate headcount in their annual business plan. Then the employees are held responsible to meet their goals and company vision, through quality performance. Feedback is the crux of the cycle with monthly responsibility reports reflecting performance to date against goals.

This philosophy differs from the current Army approach which is for higher headquarters to determine the organizational structure and staffing requirements of the lower levels. Although MCB provides the veneer of trusting the line managers to do his job, many financial, personnel and manpower controls still exist which indicate that the "trust" is really not there. Nor do we have reliable feedback systems to measure performance against planning--feedback from HQDA.

Lessons which may be of use in addressing the Army manpower systems for the 1990's are:

a. Utilize the Annual Business Planning Process (5-year Plan and 1-year Tactical Plan) to reflect the "headcount" which is estimated based on projected workload. Build plan from installation level (by line managers with assistance of budget and manpower analysts) based on projected workload, along with estimated headcount requirements (use PC-driven on-line operating TDA/TAADS-R System), incorporate into budget. Review at MACOM and HQDA measuring projections against manpower standards and past survey requirements; eliminate fat. HQDA then approves and provides approved documents to field through automated system. Allow installations to change execution year plan/budget/headcount as resources permit.

b. Provide quarterly feedback to field on projected workload (headcount), standards projections, actuals reported, and deltas. Require that installations consider rotation of personnel from underproductive areas to those with production requirements in a zero sum game. (Use on-line ACPERS or TAADS system to determine experience background and retraining possibilities). As productivity records reflect trend toward underproductivity, eliminate function.

c. Expand use of ACPERS/TAADS-R operating TDA to line managers as forecasting/planning tool.

d. Capture both actuals and requirements/authorizations (headcount) data in one system (ACPERS or TAADS). Capture

productivity in systems as well. Link to finance and accounting system for pay/workyear records. Provides one system which HQDA can query and develop analysis for performance measurement, approval of budget estimates, and next year(s) (1-5) planning.

e. Encourage use of fewer people to get the job done through personnel policies which allow increase in grade level based on skills or responsibilities and not on number of employees supervised.

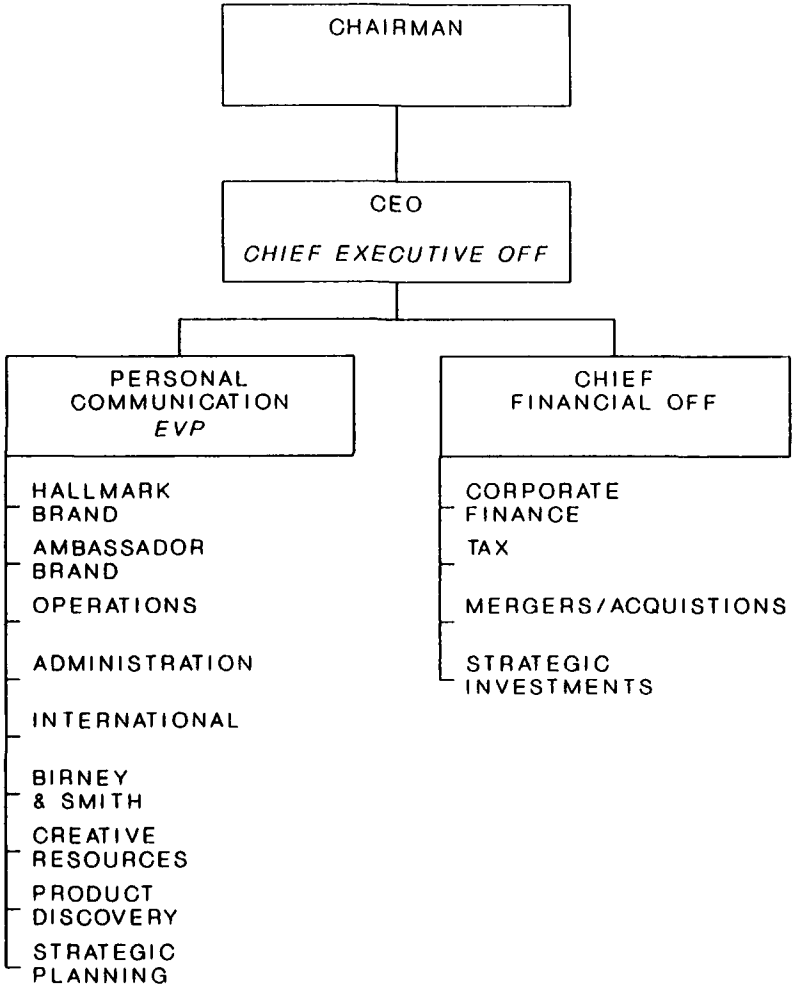
f. Communicate Army Vision and current performance downward on regular basis--reach out to employees through HQDADSS messages from the Chief of Staff to HQDA staff and MACOM Commanders, and from MACOM Commanders to lower levels. Focus all Army employees' performance toward overall goals and provide feedback on performance. Use LAN's to get the word out. Fosters Total Quality Management and Employee Empowerment.

g. Train manpower, budget and personnel analysts at installation levels to "add value" to the line managers' mission. Assistance with headcount and budget preparation as well as employment problems can be enhanced by these employees in an assistance role rather than controlling role.

h. Eliminate zero base manpower requirements determination; on annual basis use end year base of actual headcount, compare to estimated headcount, project workload and determine next year's headcount (new requirements).

Although these lessons may reach beyond the issue at hand, it appears that for the Army bureaucracy to benefit from lessons learned from the private sector, it must not only change systemically but also truly adopt the TQM philosophy at all levels. As the Army builds down, it is an opportunity to achieve the system streamlining and management culture which is vital to success in the private sector. Otherwise, the huge bureaucratic structure established to "Watch" the local levels (to include duplication of controls, lack of incentives for doing things with less, and overall lack of trust in the individual to get his job done) will continue to consume resources which could be better spent on training and equipping quality soldiers.

HALLMARK
ORGANIZATIONAL STRUCTURE



16 JULY 90

MEMORANDUM FOR RECORD

SUBJECT: Trip Report - Visit to Ford Motor Company

1. Subject visit was conducted on July 10, 1991, to Ford Motor Company, Dearborn, Michigan. Attendees were Mr. Chris Leeds, Dr. Cal Fowler, Ms. Gina Mehal, Mr. Harry Irvine and Mrs. Suzanne Carlton.

2. Background information on Ford Motor Company: Ford has a U.S. work force of approximately 50,000 salaried employees and 100,000 hourly personnel. The entire hourly workforce is unionized, and approximately 1,000 of the salaried work force are also unionized. Worldwide, Ford has approximately 400,000 employees. These numbers do not include the non-regular work force (part-time, intermittent). These individuals are not counted in headcount but are budgeted for on a dollar basis. An organizational chart of the Fort Company is attached.

3. Interviewees were:

Tom Pascoris, Chief, Organizational Development within the Employee Relations Staff. Also, an associate named Ken, a former member of the Employee Relations Staff

4. Planning/Budget Process: The Ford Motor Company "VISION" is prepared by the Division General Office (senior leadership). Every activity of the company then develops a 5-year Business Plan which is updated yearly to reflect how they will achieve the "VISION". The annual business plan is developed by the Plant Managers and the Business Managers located within each activity of the company. It considers the estimated production, the track record, and technology level of the particular activity--all of this is costed and becomes the budget for that activity. Included in this business plan is the headcount estimate. As the budget is developed it is submitted to the next higher level for approval.

The business planners are part of the financial community and are located in each activity of the company; they are extremely important to each activity responsible for all budget, headcount, and forecasting/planning of that unit. They interface with the Finance Staff which has become the driving force in the company.

It was pointed out that over recent years as the finance function became increasingly important and involved in company operations, it also had also been "empire building" and would not agree to take any reductions under the crisis management reductions which Ford had been forced to implement. Recently, under the new finance leadership, process improvement evaluations indicated that the function is "fat" and is going to be assessed a 50% reduction in headcount. This will be done by process--by improving the total finance process and eliminate the "checkers who check the checkers."

5. Personnel Staffing: At one time (approximately 20 years ago), the headcount function was accomplished by the Human Resource personnel. They did poorly defending headcount during the budget review process and were unable to forecast future requirements. The financial staff was better educated (MBAs) and picked up the responsibility for headcount projections among other company-wide responsibilities.

The budget for hourly salaried personnel is based on labor and overhead formulas. Budget development for salaried personnel is more nebulous--more apt to be based on past experience, expected changes in technology, and new lines to be introduced. Ford plans on about a five percent decline in salaried work force per year due to technology improvements.

In establishing its annual budget and headcount, Ford does not use the zero base concept; rather it takes the current budget/headcount and against the "VISION" and projected production requirements, estimates the increase/decrease from the base numbers.

In the past, headcount reductions (layoffs) were used to reduce cost. If the company received several bad "ten day sales reports", it was not unusual for a ten percent layoff to be announced. The memos announcing the reductions often were not specific and the targeted areas were the lowest paid and least senior workers--the production line. Today, annualized ten percent cost reductions of the work force take place, i.e., much more than headcount is looked at. Total "costs" drive the train not headcount. A cost accounting system of codes tracks functional labor costs which are evaluated and costs such as salaries (higher paid middle management is frequently targeted), travel, consultants, contracted functions, temporary help are all included. Thus, the reduction is more meaningful and provides better results than the previous layoff policies. Actually, layoffs were found to be the most costly--in both dollars and morale. (Certain areas can be "fenced" from reductions based on company priorities).

Ford has never measured its part-time work force and does not have a separate benefit program for these employees. Overtime is a critical item at Ford. Inasmuch as costs drive the train, not headcount, OT is budgeted for and frequently used as the way in which to meet demand. During the 1980's Ford met increased demand by stating a clear "VISION" which was to increase production without building new plants or increasing headcount--the entire surge was handled through creative use of overtime.

Costs such as travel, overtime and consulting are reviewed monthly by the Executive Vice President during times of crisis management.

5. Human Resource Function: At Ford, the HR function is titled Employee Relations. As discussed above, the function has lost its status over the last decades and relinquished many of its roles to the financial function. Employee Relations is responsible for

organizational development (structure) as well as personnel policies on grade levels, benefits. However, Ford has thoroughly decentralized grade level responsibility and headcount based on operational and budget decisions. However, when disagreements arise, the Personnel Activity does have the ultimate call on grade level.

Currently, Ford is attempting to reduce the number of job classifications. For example, training, compensation, recruiting, etc., job specialist descriptions are being merged into an employee relations associate.

Ford uses a national pay scale for determining compensation. It is not adjusted locally for pay variances. Wage and compensation base data is determined by the headquarters.

6. Automation: The personnel and finance systems are combined into one data base. Ford is in the process of converting the main frame oriented system into one which will be on-line and more PC/user friendly. This project is six years behind schedule. While TDA-like documents are not maintained, TDA-like reports can be created from the data base when needed.

7. Company Culture:

Although we were not able to visit the Ford car manufacturing plants, a visit to the corporate headquarters gave an impression that the corporation had not kept up with the times. The headquarters was built in the 1950's and appeared not to have changed much since then; furniture and the intercom system in the office we visited was also vintage 1950's. In discussions with our hosts, it was stated that the corporate information management system was six years behind schedule and that the current system was inadequate. There is no incentive system within the company; the only type of performance or incentive award is associated with the annual performance evaluation.

In other respects Ford's management style has thrown off old prejudices and taken on new and bold ideas. The traditional separation of management/work force no longer exists; production line workers are tasked to participate on design task forces for new car design. Union/management solutions are frequent; these groups are partners in a continuing education project at Ford. Ford has also done away with its quality assurance sections in the production line; rather the workers are empowered to stop the production line when they encounter problems or faulty parts. Communication of the company "VISION" is well done; the company uses its TV monitors central communication system to reflect the company goals and report daily "News" of Ford's performance and activities. Decentralization of authority is another example of letting go of the old. Process improvement is continually ongoing within the company.

8. Lessons Learned:

a. Utilize the 5-year Business Plan with an annual update to reflect the "headcount" which is estimated at the unit level based on projected workload. Build plan/budget from installation level (by line managers with assistance of budget and manpower analysts) based on projected workload, along with estimate headcount requirements. Use PC-driven on-line operating TDA/TAADS-R System. Review at MACOM and HQDA (budget and manpower functions); eliminate fat. HQDA then approves and instantly provides automated approved documents to field. Allow installations to change execution year plan/budget/headcount as resources permit.

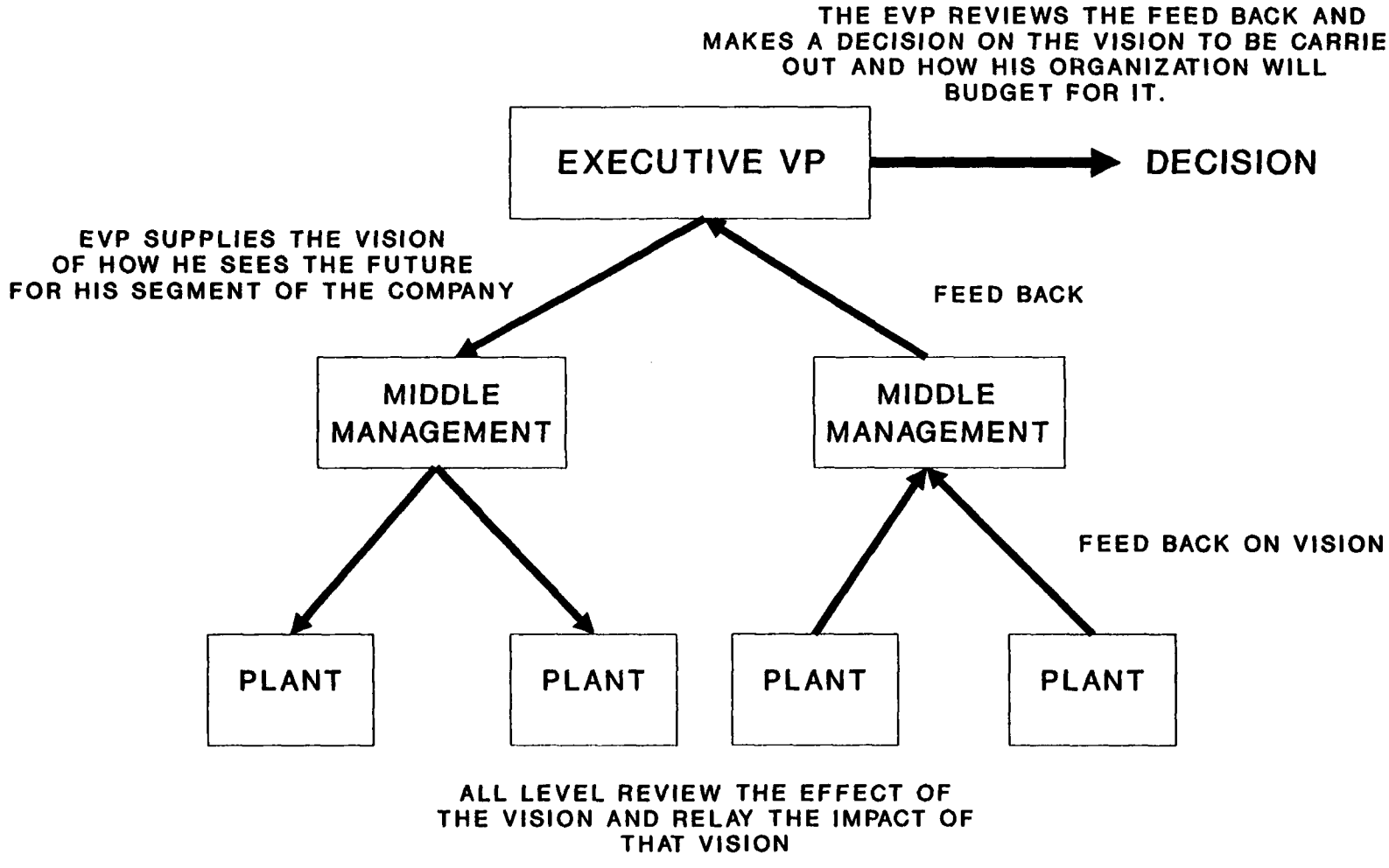
b. Train manpower, budget and personnel analysts at installation levels to "add value" to an assistance role to line managers such as the business planners throughout Ford activities.

c. Capture both actuals and requirements/authorizations (headcount) data in one system (ACPERS or TAADS); link to financial systems (CMOD/CMORE).

d. Eliminate zero base manpower requirements determination; on annual basis use end year base of actual headcount; compare to estimated headcount (by line manager), project workload, apply standards and determine next year's headcount (new requirements).

e. Communicate Army VISION and current performance downward on a regular basis.

FORD BUSINESS STRATEGY



16 JULY 91

MEMORANDUM FOR RECORD

SUBJECT: Trip Report - Florida Power & Light Company

1. Background:

On 26 September 1991, a study group sponsored by the Assistant Secretary of the Army for Manpower and Reserve Affairs visited the Miami headquarters of Florida Power & Light Company. Attendees were: OASA(MRA) Bob Bartholomew, Carol Smith, LTC Neil Fulcher, Suzanne Carlton, Harry Irvine; OASA(FM) LTC Bill Connolly; Director of Management LTC John Hopkins. During the visit the group was briefed on the company's use of TQM by Rob Payan, from QUALTEC, Inc. Since quality management has become virtually the way all work is done at FP&L, all the presenters made points pertinent to the application of TQM principles. The following is a summary of their major points.

The implementation of Total Quality Management at Florida Power & Light has been an evolutionary process. The company established quality circles in 1981. Top management developed a vision statement in 1984 and entered what is internally referred to as "Policy Deployment" in 1985. FP&L expanded their application of the TQM methodology to "Quality in Daily Work" in 1986.

The company's top management became aware of the results being achieved by Japanese companies and the quality circle effort within FP&L was the first significant outward manifestation of that awareness. As their understanding increased, management realized that their own role in quality management was critical. The company's top management deployed a vision statement with the intent of better integrating activity throughout the organization. The 1984 vision statement appears below:

> During the next decade, we want to become the best managed electric utility in the United States and an excellent company overall, and be recognized as such.

In 1991, FP&L reassessed this vision and replaced it with a new vision: "We will be the preferred provider of safe, reliable and cost-effective products and services that satisfy the electricity-related needs of all customer segments."

2. Quality Improvement--Management Style:

FP&L had five elements in its quality improvement triangle (see attached diagram) of which policy deployment was the first. The second was the Quality Improvement Program (QIP) which was the basic program

to improve quality at all levels of the company and improve the system and processes themselves. The third element was the Quality Improvement Teams which provided a structured environment to:

a. Improve the quality of products and services.
b. Develop employee skills.
c. Enhance the quality of work life.

These teams consisted of members of both non-management workers and management. Originally, the teams were working at the lowest levels with the approval of upper level management, however, mid-level management was left out of the structure and as a result felt threatened and did much to obstruct the implementation of team ideas. FP&L realizing their mistake, included the mid-level managers on these teams ensuring their success. The teams were broken into two basic areas; functional and task. They would work on problems within their functional area or be tasked the problem from a higher level. These teams would work on a problem through the use of statistical analysis to indicate the true source or root cause of a problem and then develop a solution to overcome that problem.

The fourth element of the triangle is Quality in Daily Work (QIDW) which is a process to systematically control and improve daily or repetitive work processes. In other words, it is a way to continually improve the process or create a system of continual improvement. The final element is training and education which is how the company culture is changed and the quality improvement process is accomplished. It is the basis of FP&L's TQC. Each and every employee from the CEO down to the line worker in the field is taught the TQC process and how to implement and measure it. All personnel are taught basic statistical analysis and ways to display data which are the measures of the quality improvement process. A matrix of indicators must be established to show (demonstrate) how the vision is being accomplished. FP&L emphasized that the vision must be such that its accomplishment is measurable.

3. Planning Process:

After the winning of the Deming Prize in 1989, FP&L evaluated its future in reference to possible competition, economic and political environments called an Environmental Scan. This scan coupled with the TQC efforts it had and was continuing to go through (it must be noted here that FP&L believes that TQC is continual and does not end with a certain prize or on a certain date) made obvious to the senior leadership that there were too many layers in the organizational structure of the company. The Environmental Scan had led to a strategic plan which in turn led to an organizational review. FP&L had 11 organizational layers from the customer to the president. After reorganization, it had 3.

The organizational reviews started in November of 1990 and were completed in July of 1991. The president of the company wanted to look at the company as a blank sheet of paper and determine how best to structure it as if starting anew. The committee was made up of 12 people from all levels of the company and numerous backgrounds. The company had 8800 policies and procedures documents and FP&L set about reviewing all of them determining which were necessary and value added and which were not. The goal was to try to reduce or eliminate as many as possible. The company at present is convening an issues conference to address the issue as well as to handle other problems.

The reorganization was handled on a macro scale. Every employee was told they no longer had a job and had to reapply to get one. This created an atmosphere of distrust since employees felt they had a job for life as long as they did well but that now that contract had been broken by FP&L. This created a severe moral problem which FP&L is dealing with at this time. The top layers of management rehired those people under them they felt had the appropriate skills, background and dedication to the company's commitment to TQC. This selection process extended down to the lower levels of the company although FP&L admits that it didn't work as well as it had for the upper levels. An appeal process was set up for employees and programs were created for placement and education for those leaving the company. In all, approximately 1300 people were terminated.

4. Budgeting Process:

- FP&L's budgeting process covers a three year period with the emphasis on the next year. The entire process has been streamlined and was accomplished within a six week period. The budget allocates approximately $5 billion per year.

- The budget guidance was promulgated in an eleven page document. The entire budget consists of 18 lines.

- The budget is developed through a four step process:
  - -- Environmental Scan
  - -- FP&L Vision and Strategies
  - -- Plans and Performance Measures
  - -- Resource Allocation
- The format for a Business Unit's budget submission is:
  - -- Unit Description and Mission
  - -- Situation Analysis

-- Unit Objectives

-- Performance Measures and Targets

-- Unit Strategies

-- Risks and Opportunities

-- Action Plan Summary

What was the controller of FP&L is now the Vice-President of Accounting. Accounting is basically a book/records keeper. The reorganization which reduced management layers forced employee empowerment and mandated process improvements over functional reductions. All department heads must now get involved in their budget process as a result of the elimination of all staff with budget in their titles with the exception of a specific and small budget staff; all others in all areas were eliminated. As a result a 6 week budget process was created. The accounting division does just that and only that; accounting and record keeping which includes the rules placed upon the company by numerous regulators. Budgeting was taken out of the accountants hands to prevent the reinstitution of bureaucracy. It was found that the accountants, when they were involved in the budget process, added complicating factors which in turn created a bureaucratic structure. Now the business unit managers themselves do the budgeting. That is why their budgeting support staff was cut.

The managers were now directly involved in the budgeting process and with the CEO's insistence on "Dick and Jane" briefings, the budgeting process became extremely simplified down to the point where the budgeting instructions were only several pages long. The budgeting process now involves an Environmental Scan which is a planning tool which provides a common point of reference for the development of plans on a 10 year time frame. It develops the most likely scenario of future business environment and helps to ensure consistency of basic assumptions. This then helps to establish the company vision which in turn develops the strategies for implementing the vision (strategies imply). The cause and effect would be as follows: Environmental Scan establishes the vision which in turn creates the strategies to accomplish the vision. The strategies then mandate the plan to be developed and the performance measures to be evaluated against which then determined the resource allocation in the company (see attached chart).

5. Human Resource Function:

FP&L used to maintain a large industrial engineering studies branch which measured staffing standards, however they found that people continually found ways around the system (bent the system). The work was soon found to be meaningless. They now use "benchmarking" as

a measure; what is the best process in any given area and how can that process be moved to other similar process. A group facilitates the benchmarking process but the business units themselves actually do it. It's part of their everyday job. The line manager has to be convinced as to the benchmark's viability. Currently, FP&L has a hiring freeze on. They allow no more hiring and if a function is to be done then that unit must find efficiencies from within to perform that function. The reorganization built a small bit of fat within all the units, so when a function is needed to be performed, that unit must look for the fat and/or improvements within the process. This system forces on-going improvements while at the same time prevents unneeded or frivolous request for resources.

Currently the hiring freeze is for full time permanent positions. Units may hire temps and part timers only as their dollar resources permit. The budget is not built from the bottom up, but from the 17 unit managers based on the business plan as outlined above. In the business presentation, they don't ask for headcount, only dollars. There is some analysis done to determine workload for new organizations as well as the people needed to man them, however, thee has been no need for them up to this point.

FP&L has a VP of Human Resources. During the reorganization of the company, he wanted to emphasize the following:

a. Treat everyone with respect and dignity.
b. Emphasize communication through the whole process.
c. Create a company that is employee friendly despite the layoffs.
d. Training and education is and would be an important part of human resources and the company; i.e. make it relevant, flexible and innovative.

Classification of personnel is centralized however it is developed in the field. Everyone has a generic one page description. The evaluation process, previously, had created layers; i.e. the more people you supervised the more you were worth. That was done away with. The HR area managers are the peers to the line manager, however the line manager is responsible for hiring. Secession planning is the HR's function. The functional areas submit a budget with dollars and people which is their check. They then have to operate within that budget. Simplicity is what HR emphasizes. The VP HR found that organizations could find security in complexity thereby creating "paralysis by analysis" which the company wanted to get rid of. They wanted to make coming to work fun!

Various aspects of the HR responsibilities are outlined below:

Reduction and Reorganization

- Just completed a reduction of 1500 positions (10% reduction)

- Hiring freeze in place
    - -- Zero growth but can refill critical positions
    - -- Strict on filling staff jobs
- No tenure considered in reduction/restaffing of organization
    - -- Everyone competed equally for jobs
    - -- Not everyone got an offer even if there were vacancies for which they qualified
- Aggressive outplacement/retraining program

Position Classification/Compensation

- Standardized job descriptions
    - -- Two categories
        - --- Exempt and nonexempt
    - -- Defines qualification requirements
        - --- Weighed competencies
    - -- Establishes salary band
- Compensation
    - -- Salary bands for categories of positions
    - -- Designing flexible benefit plan
        - --- Smorgasbord of benefits
    - -- Payroll system belongs to Human Resources Director
        - --- Finance & accounting aspects belong to Comptroller

Recruitment and Placement

- Recruitment is decentralized
    - -- Leadership positions carry certain requirements/gates
- Establish alliances with schools
    - -- COOP programs

Training and Development

- Established training requirements and electives
  - -- Requirements equal "gates"
- TQM/Visioning/Process Action Team training

HR Automation

- Payroll and personnel systems combined
- Component parts include:
  - -- Payroll system
  - -- Benefits plan administration
  - -- Investment plan management
  - -- Claims processing system
  - -- Personnel management system
  - -- Position control system

6. Automation:

Both the dollar and HR information management systems at FP&L are old and are presently being updated with new "vanilla" off the self systems which are proving to be more cost effective and more flexible than custom built systems. The old system was that HR and payroll were separate and HR was dependant on the payroll system. This will no longer be true. Each business unit has its own systems for its particular functional area, however all these systems are integrated and interface centrally in the central corporate system. This will become even more so as the company modernizes its systems.

HR and payroll will now be integrated into a single system called TESSERACTS. It is a vendor-sold, on-line table-driven mainframe system. It will come on-line on January 1, 1992. HR is decentralizing the system to its local HR area which is where data and transactions will be recorded on a local terminal which will feed directly into the mainframe. The system does have a position control function (manpower) which is available in Phase II of the project, but which has not been decided upon mostly because a need has not been established. HR staffing will report headcount but not control it. The system contains information on position, location, unit, education, skills as well as individual employee data. The system has a candidate search function and now has a satellite system for employees to self-nominate themselves for open positions. LANs are to link all HR systems together. It is totally a customer focused approach which not only applies to HR but the entire company.

7. Communications:

FP&L encourages total communications from the CEO down to the workers on the line through a variety of means as follows:

a. Corporate news programs on TV monitors at larger installations.
b. Close-up; a monthly video to inform everyone on on-going company issues.
c. FYI-a weekly company news publication.
d. Employee letters.
e. Supervisors gathering employees together in meetings to inform them of on-going actions.
f. A company computer billboard with company information/news.
g. A PROFs system in place which contains company information boards. PROFs is limited but all supervisors are required to have it.

The company considers it essential that all employees stay well informed so that they all work towards the same goals.

8. Training:

Education and training are the foundation of the FP&L Quality Improvement System (see attached diagram). New employees are thoroughly trained in the techniques and tools of continuous quality improvement and refresher training is provided as necessary. The quality improvement system is depicted as a triangle. FP&L believes that the implementation of quality improvement can begin in any of the unshaded portions of the triangle. An organization can start with the establishment of quality improvement teams (as FP&L did); by focusing on how to improve recurring daily operations; or via a strategic planning process, i.e., policy deployment. However, thee is a general consensus within FP&L that the policy deployment approach which requires the personal involvement of top management is the most advantageous approach. No matter where the process begins, eventually all three components must be addressed before the system is complete.

The criticism which has been directed towards FP&L which alleges that they have turned away from quality improvement is off target. Analytical skills are ingrained throughout the entire workforce. FP&L has matured beyond the intensity of the activity which they generated to win the Deming Prize. They have reduced much of their measurement activity. They said that they had 500 indices which they used to measure performance. FP&L found that such excessive measurement was no longer necessary and even counterproductive. (There was a sense of "big brother is watching.") It is apparent that quality improvement is alive and well at FP&L.

9. Considerations of the Army environment which it was felt should be taken into account to balance the enthusiasm for change were:

- Hard in giant bureaucracy like Army
  - many decision makers
  - political constraints
  - no clear focus
  - uncertain resources
  - no one person empowered to effect change
  - no universal acceptance of threat
  - strong desire to self perpetuate
  - lack of trust on part of volunteers
  - organization to solve social ills of nation

- Trust of lower echelon personnel is essential
  - organization engenders culture of no risk taking
  - career is constantly on the line
  - multiple agendas of decision makers
  - lack of accountability
  - constantly changing senior leadership
  - need for many checks and balances
  - necessity for excessive policies and procedures
    - constant turnover of personnel
    - centralized management systems
    - standardized procedures
    - excessive oversight by Congress
    - convoluted PPBES process
    - complex systems

- Accountability
  - resources can't be obtained on my watch
  - forced to live with another person's program
  - flash and dash over substantive change
  - what you are doing for me now can't overcome what you did for me then
  - get along to go along
  - resources are abused
  - get all you can while you can
  - focus on short term results
  - not accountable for long-term decisions

10. Recommendations:

The FP&L visit has been one of the most stimulating and invigorating visits we have had to date despite the laying off of 1300 employees in the last few months. It is because of the similarity of FP&L and its relationship with legislative and regulatory bodies as well as its previous bureaucratic structure which indicate that the Army can accomplish much the same as FP&L has. However, it will take the complete backing and dedication of the leadership of the Army to follow FP&L's lead. Therefore, recommend that the Army develop a closer working relationship with FP&L since FP&L is on the cutting edge of management techniques and processes and it would only benefit the Army to become a leader in their uses. FP&L has overcome many problems and mistakes in the process of improving themselves.

Recommended Actions:

- Relook human resource functions from the ground up using functional teams. (Where these interface with OASA(FM), also look at FM Process.)

- Conduct an environmental scan as functional HRM review process begins.

- Develop a business plan for HRM using FP&L format (Develop a section for each HRM function using "Dick and Jane" approach.)

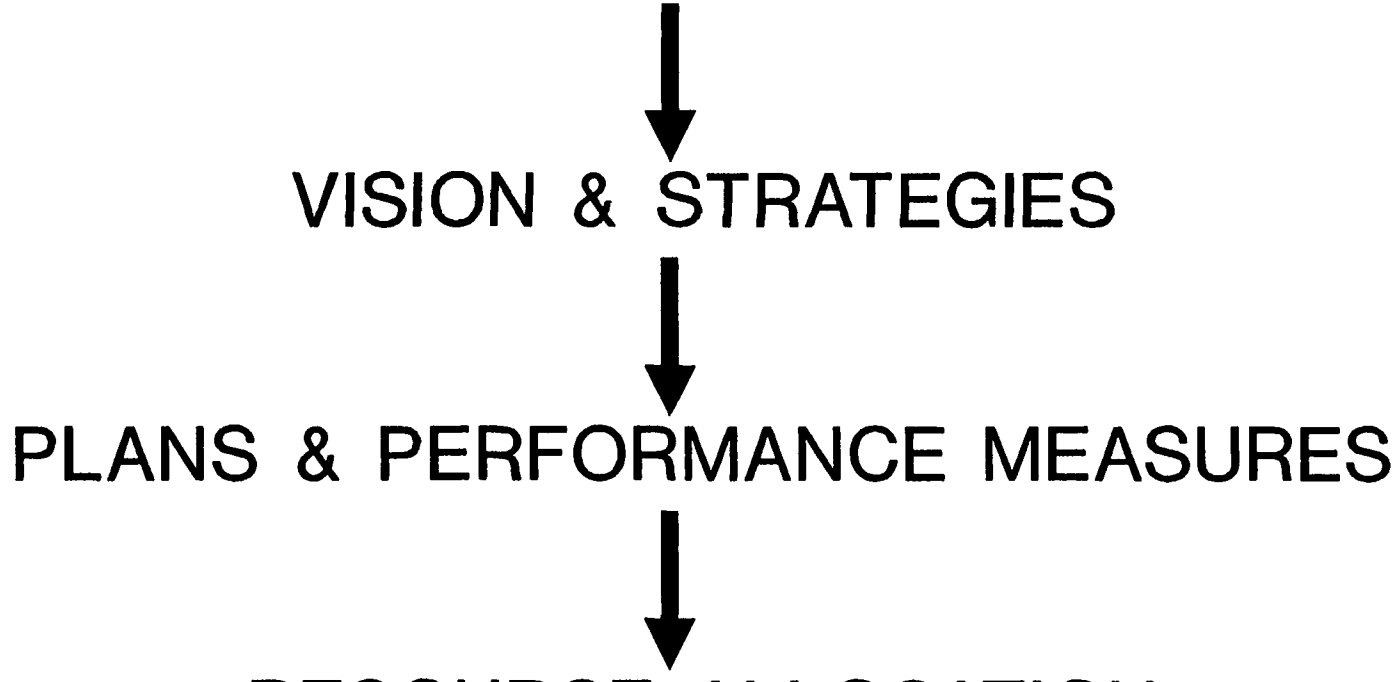
- Integrate all human resource automated systems (Area Human Resource Managers plug in on regional system.)

- Position classification system extremely complex-- (However, evaluate use of generic job descriptions limited to one page; Single Document approach (job description, standards, qualifications criteria); Automated Search Function and Self Nomination; Flexible Benefit Plans).

- Seek to adapt human resource management as "model application of TQM process in the Army.

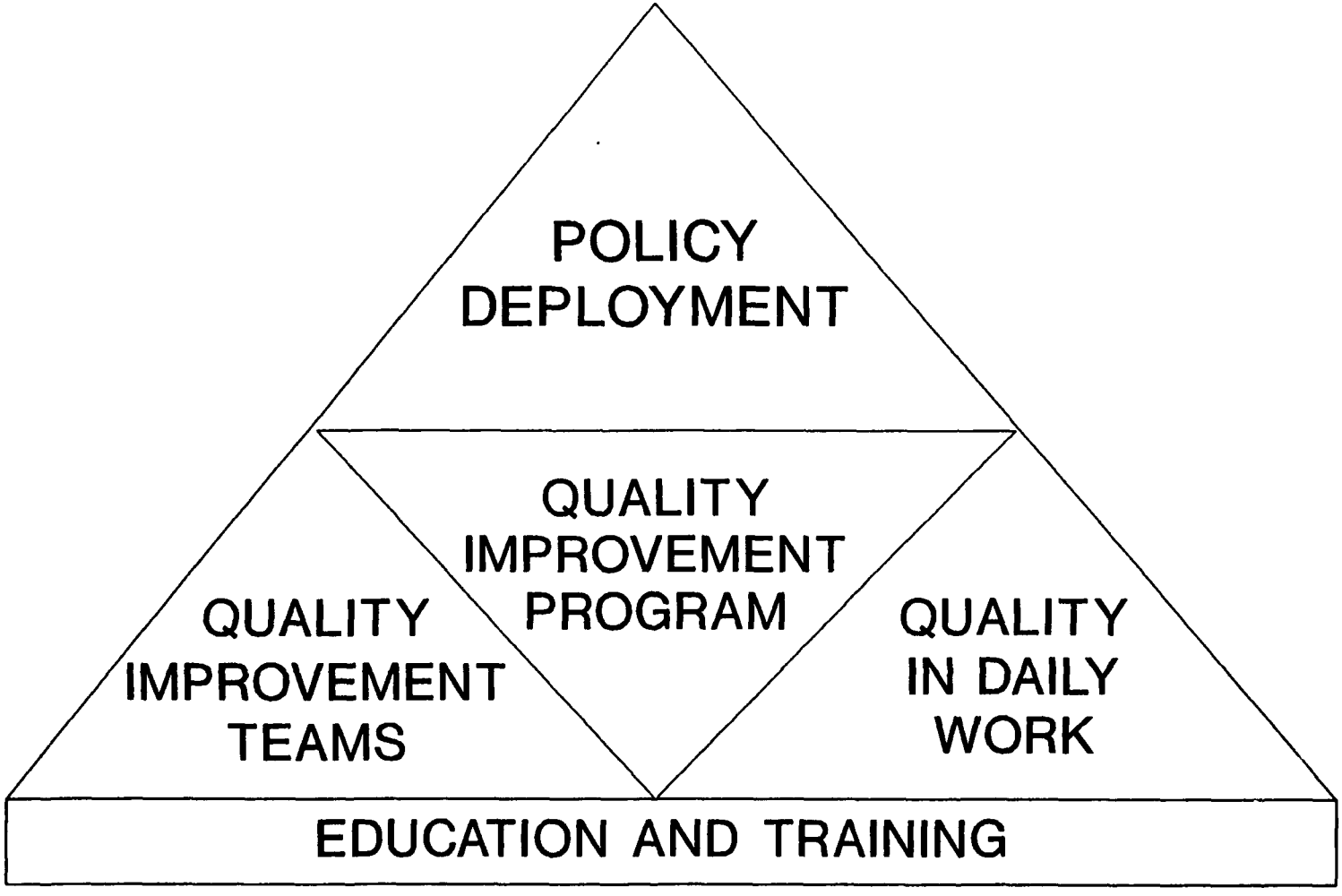
- Balance the advantages/disadvantages of TQM/HRM implementation in the Army.

STRATEGIC PLANNING
FLORIDA POWER AND LIGHT



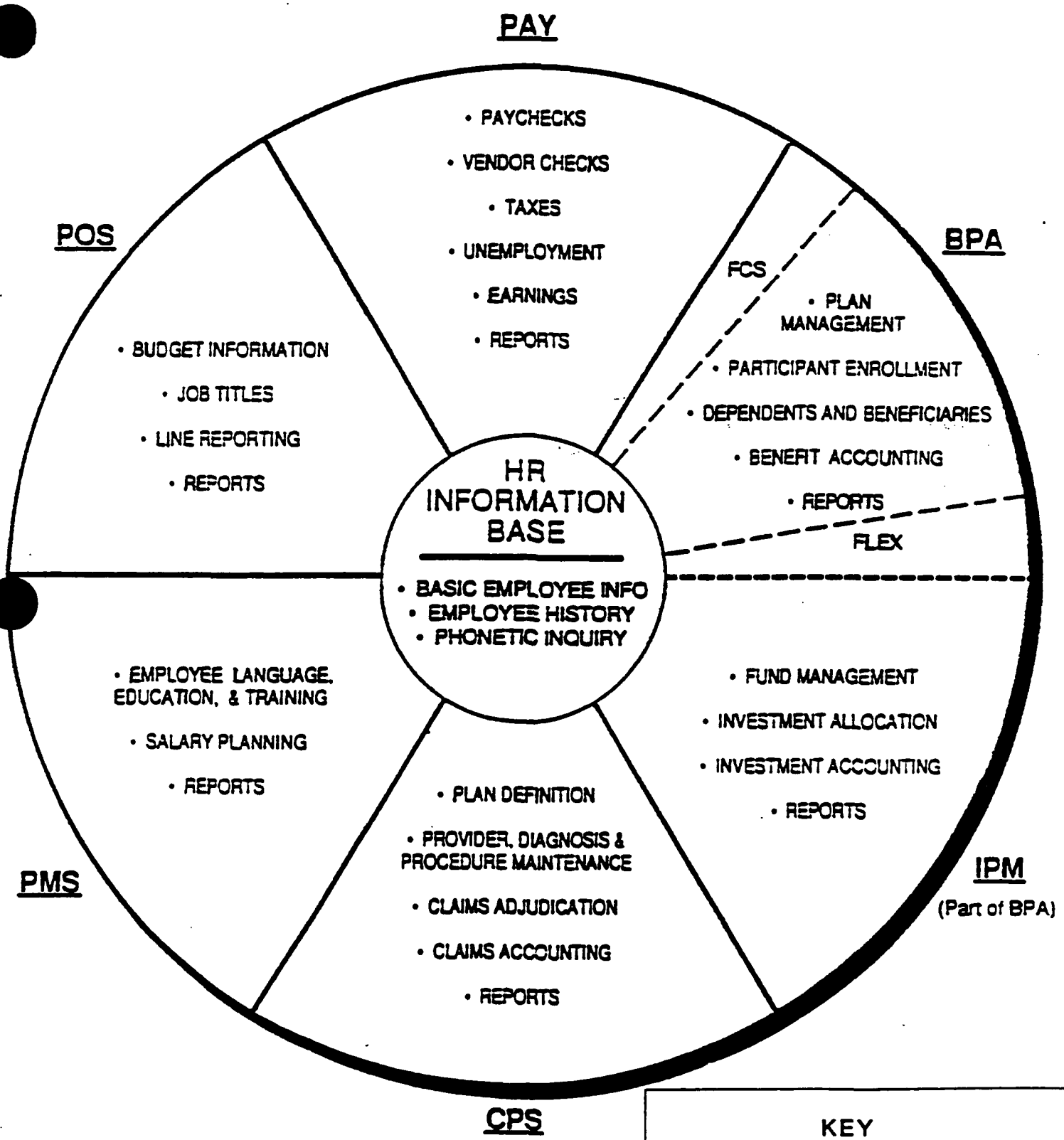
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QUALITY IMPROVEMENT TRIANGLE
FLORIDA POWER AND LIGHT



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THE TESSERACT SYSTEM



KEY

BPA - BENEFITS PLAN ADMINISTRATION
CPS - CLAIMS PROCESSING SYSTEM
IPM - INVESTMENT PLAN MANAGEMENT
PAY - PAYROLL SYSTEM
PMS - PERSONNEL MANAGEMENT SYSTEM
POS - POSITION CONTROL SYSTEM